



# KILGORE COLLEGE

## Emergency Operations Plan: Basic Plan

*September 25, 2023*

*Version 2.0*

KILGORE COLLEGE

1100 Broadway, Kilgore,

Texas 75662

# KILGORE COLLEGE (KC)

## **Emergency Operations Plan**

### *Security Statement*

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## PROMULGATION STATEMENT

Kilgore College District (KC) and its stakeholders expect that colleges are safe havens for education. However, KC cannot predict exactly when and where an incident is going to happen. This unpredictability means that every campus, facility, and staff member must be prepared to ensure efficient and effective management of any incident. Through its whole-community emergency management program, the administration takes every step to ensure that KC continues to provide a safe, orderly learning environment. The KC emergency management program is comprehensive, all-hazard in nature and embraces state and federal standards as well as proven practices.

This plan is known as the KC Emergency Operations Plan (EOP). **The plan and its supporting documents provide a framework that outlines KC's intended approach to addressing hazards, threats, and vulnerabilities of all types, and should be regarded as procedural guidelines rather than performance guarantees.** This planning framework involves actions KC will take before, during, and after an emergency and is supported by collaborative planning, training and exercises. This plan is designed for use alongside local, regional, state and federal emergency management and continuity of operations plans. This EOP and related documents are reviewed at least annually by KC's Incident Command Team, as set forth in Chapter 37.109 of the Texas Education Code. It shall be updated at least every three years as required by Chapter 37 of the Texas Education Code or as KC needs dictate.

The KC President is responsible for approving and ensuring promulgation of this plan, which supersedes and rescinds all previous KC emergency plans. In the event that any portion of this plan or support documents are held invalid by judicial or administrative review, such ruling shall not affect the validity of the rest of the plan. The KC President may designate, in writing, an individual who assumes the role of KC Emergency Management Coordinator and is authorized to develop and distribute minor plan changes. However, major revisions and recertification will be signed by the KC President and shared with the KC Board of Trustees.



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President of Kilgore College

**Record of Changes**

| <b>Change #</b> | <b>Date of Change</b> | <b>Change Entered By</b> | <b>Change Notes</b>                    | <b>Location/Section of Change</b>                                 |
|-----------------|-----------------------|--------------------------|--|---|
|                 |                       |                          |  |   |
| 1.              | 01/23/2017            | Heath Cariker            | Updated Contact Information.           | Appendices EOP-03 & EOP-06  |
| 2.              | 09/13/2022            | William McPherson        | Updated manual and contact information | Updated manual and added Active Shooter and Active Threat Annexes |
| 3.              | 09/25/2023            | William McPherson        | Yearly review and update.              | Update employee positions and titles.                             |
| 4.              |                       |                          |  |   |
| 5.              |                       |                          |  |   |
| 6.              |                       |                          |  |   |
| 7.              |                       |                          |  |   |
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| 17.             |                       |                          |  |   |



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# I. INTRODUCTION

## A. Purpose of the Plan

The purpose of the Kilgore College (KC) plan is to identify the roles and actions of KC's employees and students in response to hazards, threats, and vulnerabilities that impact a safe and secure learning environment. It outlines the responsibilities of KC employees and students before, during, and after incidents. Developing and maintaining the plan, along with training and exercising the plan, strengthens college safety and can save lives and property.

Guidelines for dealing with existing and potential incidents are identified in the plan. These guidelines provide members of the KC community with assurances that KC has prepared to respond to incidents or hazards in an effective and efficient way.

This plan outlines the process for a whole-community planning approach to address emergency management for prevention, protection, response, recovery and mitigation activities. The plan also addresses processes for level-appropriate emergency management training for KC staff, students, and other stakeholders. Additionally, the processes and schedules are included in the plan to develop, conduct and evaluate drills and exercises, and to correct identified vulnerabilities.

## B. Scope of the Plan

### 1. Definitions

The unique relationship between educational institutions and emergency management requires an understanding of terminology and recognition that certain terms carry significantly different meanings between disciplines.

- Hazard: Any real or potential condition that can cause injury, illness, or death of personnel, or damage to or loss of equipment or property.
- Incident: An occurrence, caused by either human action or natural phenomena that may cause harm and require action.
- Threat: A natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.
- Vulnerability: A feature of KC that could make it susceptible to identified threats and hazards.

### 2. KC Administration Support

The KC plan has been reviewed and approved by the Strategic Leadership Team of Kilgore College. This plan is applicable to all KC sites, including instructional and non-instructional facilities and off-campus events. It ensures that specific concerns of population segments, including children and individuals with access and functional needs, are addressed.



### **3. Support Documents**

The attachments to this plan serve as support documents and may contain private or protected information vital to a safe and secure college environment. They include preparedness tools and job aids designed to provide action-oriented guidance as well as processes to test, review and sustain operations.

Maintained under separate cover are General Orders (GO's) that represent best practices for accomplishing a task or set of tasks. GO's provide a greater degree of detail than Emergency Operations Plans or support documents. They also may contain private, tactical, or secure information and are employed in regular college emergency drills and exercises, as well as in real-world events.

## **C. Situation Overview**

### **1. KC Population and Facility Overview**

#### **a. Employment Figures**

- KC employs approximately 320 full-time employees. This is a combined total between the Kilgore and Longview campuses.
- KC employs approximately 300 part-time employees between the two campuses.

#### **b. Student Enrollment and Population**

- Kilgore College has a student enrollment of approximately 6,114 based on fall 2023 enrollment figures.

#### **c. Geographical Locations**

- The Kilgore campus for KC is located at the southwest corner of the intersection of South U.S. Highway 259 - Business and Houston Street in Kilgore, Texas. The campus is bordered by older neighborhoods on the south, east, and west. These neighborhoods are made up of older single-family homes with some apartments and multi-family dwellings. Retail businesses border the north. The campus is bisected by South U.S. Highway 259 - Business running north and south. Forty-two buildings are located on the approximately 84 acre main campus. There are four residence facilities on this campus which make up eleven of the forty-two buildings on campus. The R.E. St. John Stadium Field House and the Health Science Facility at Laird Hospital are two of the forty-two buildings. The KC Longview campus is located at the southeast corner of the intersection of South High St. and West South St. and approximately 11 miles northeast of the Kilgore campus. The campus is bordered by a mix of older neighborhoods and small businesses on the south, east, and west. The neighborhoods are made up of older

single-family homes with some apartments and multi-family dwellings. Retail businesses and downtown border the north. Five buildings are located on the approximately 9.5-acre main campus. There are no residential facilities on this campus.

- Police/Fire Training Facility is located on approximately 51 acres at 1810 Rusk County Road 174E approximately 2 miles east of U.S. Highway 259. Six buildings are located within the confines of this facility. There are no residential facilities on this property.

## **2. Integrating People with Disabilities and Others with Access and Functional Needs**

Students, staff, and visitors with disabilities and other access and functional needs have the right to be included in all phases of the KC emergency management program and supported in the response and recovery operations. The intent of these programs is to ensure that people with disabilities and others with access and functional needs are considered in district and campus emergency management processes and procedures. It is imperative to involve the whole college district and campus community in college planning, and to integrate the resources necessary to allow for people with disabilities and others with access and functional needs to maintain their safety, independence and dignity during an emergency incident. KC recognizes the Americans with Disabilities Act and the Individuals with Disabilities Education Act as cornerstones of integration for people with disabilities.

KC is committed to providing functional needs support services (FNSS) to help ensure children and adults with or without disabilities who have access and functional needs maintain their health, safety, and independence in college emergency management programs and operations. People with disabilities and others with access and functional needs include, but are not limited to:

- People with Limited English proficiency
- People who are blind or have low vision
- People who are deaf or hard of hearing
- People who have cognitive or emotional disabilities
- People with mobility assistance needs (both permanent and temporary)
- People with medical support needs (chronic and acute)

## **3. Threat/Hazard Assessment Summary**

KC is exposed to multiple hazards, threats, and vulnerabilities with the potential for disrupting learning, causing injury or casualties, and damaging or destroying property.

### **a. Hazards**

Kilgore College is exposed to many hazards, all of which have the potential for disrupting KC community, causing casualties, and damaging or destroying public or private property. A summary of KC's major hazards are provided in the chart below. This list takes into consideration the probability of

this hazard occurring, the human impact, facility impact, and institutional impact of an identified hazard. The risk rating is based on averaging the probability of an occurrence with the severity of damage or loss of life. The probability and severity are assigned values as follows: *Low = 1, Medium = 2, and High = 3*. KC conducts, as required by Chapter 37 of the Texas Education Code, ongoing self- assessments/audits of all instructional and non-instructional facilities in an effort to identify hazards and any conditions on or near each facility that might cause unsafe conditions. Interior and exterior areas of all facilities are assessed for potential hazardous circumstances that impact staff, students, or visitors. Climate surveys were administered and analyzed at every

**Table I.A Threat / Hazard Assessment**

| Hazard                      | Probability |     |      | Severity |     |      | Risk Rating |
|-----------------------------|-------------|-----|------|----------|-----|------|-------------|
|                             | LOW         | MED | HIGH | LOW      | MED | HIGH |             |
| 1. Tornado                  |             |     | X    |          |     | X    | HIGH        |
| 2. Lab/Building Fire        |             | X   |      | X        |     |      | LOW         |
| 3. Major Wind Damage        |             |     | X    | X        |     |      | MEDIUM      |
| 4. Flooding                 | X           |     |      | X        |     |      | LOW         |
| 5. Ice Storm                |             | X   |      | X        |     |      | LOW         |
| 6. Lightning Strike         |             |     | X    | X        |     |      | MEDIUM      |
| 7. Major Hail Damage        | X           |     |      | X        |     |      | LOW         |
| 8. Epidemic / Pandemic      |             |     | X    |          |     | X    | MEDIUM      |
| 9. Bomb Threat              | X           |     |      |          |     | X    | MEDIUM      |
| 10. Natural Gas Explosion   |             | X   |      |          | X   |      | MEDIUM      |
| 11. Chemical Spill –Major   |             | X   |      |          | X   |      | MEDIUM      |
| 12. Chemical Spill –Minor   |             | X   |      |          | X   |      | MEDIUM      |
| 13. Rape                    | X           |     |      |          |     | X    | MEDIUM      |
| 14. Active Shooter          | X           |     |      |          |     | X    | MEDIUM      |
| 15. Terrorist Activity      | X           |     |      |          |     | X    | MEDIUM      |
| 16. Earthquake              |             | X   |      | X        |     |      | LOW         |
| 17. Civil Unrest            | X           |     |      |          | X   |      | LOW         |
| 18. Major Crime Near Campus |             |     | X    |          | X   |      | MEDIUM      |
| 19. Major Crime on Campus   | X           |     |      |          |     | X    | MEDIUM      |

## D. Planning Assumptions and Limitations

The KC Emergency Operations Plan is a framework that includes guidelines, plans, and structures that support KC's emergency management mission. KC will review and update the plans and support documents through activities that are consistent with the Texas Unified School Safety and Security Standards and designed to enhance KC's ability to support college-centered emergency management processes before, during, and after emergency incidents.

### 1. Assumptions

By stating the planning assumptions, KC is allowed to deviate from the plan, should certain assumptions prove not to be true during operations. The EOP assumes:

- KC will continue to be subject to threats, hazards, and vulnerabilities described in the Threat/Hazards Assessment Summary, as well as hazards or threats that may develop in the future.
- A major incident could occur at any time, and at any place. In many cases, dissemination of warning to the public and implementation of increased readiness measures may be possible; however, some emergency situations occur with little or no warning.
- Action is required immediately to save lives and protect college property. A single-site incident (e.g., fire, gas main breakage) could occur at any time without warning and the employees of the college affected cannot, and should not, wait for direction from KC administration or local response agencies.
- Following a major or catastrophic incident, KC or any of its facilities may have to rely on their resources to be self-sustaining for up to **72 hours**.
- There may be a number of injuries of varying degrees of seriousness to faculty, staff, and/or students. Rapid and appropriate response will reduce the number and severity of injuries.
- Outside assistance from local fire, law enforcement, and emergency managers will be available in most incidents. Due to the amount of time it takes to request and dispatch external assistance, it is essential for the college to be prepared to carry out the initial incident response until responders arrive at the incident scene.
- Actions taken before an incident, such as creating an awareness in the college environment and conducting fire inspections help prevent or reduce incident-related losses.
- Emergency functions tend to parallel day-to-day functions. Therefore, to the extent possible, the same personnel and resources used daily will be used during emergencies.
- Personnel and equipment may be limited, so some routine functions and activities that do not contribute to the emergency response may be suspended and/or redirected

to accomplish emergency tasks. Personnel with special training or capabilities may be asked to perform tasks other than their daily assignments.

- Maintaining KC's EOP can improve KC's readiness to respond to incidents.
- A culture of preparedness among KC employees, community first responders and emergency management, and students will result in providing assistance and support for emergency incidents.

## **2. Limitations**

This plan provides no guarantee of a perfect incident management system for KC. As personnel and resources may be overwhelmed, KC can only attempt to make every reasonable effort to manage the incident.

## **E. Activities by Phases of Emergency Management**

1. This plan addresses emergency actions that are conducted during all four phases of emergency management.

### **a. Mitigation/Prevention**

KC will conduct mitigation/prevention activities as an integral part of the emergency management program. Mitigation/prevention is intended to eliminate hazards and vulnerabilities, to reduce the probability of hazards and vulnerabilities causing an emergency situation, or to lessen the consequences of unavoidable hazards and vulnerabilities. Mitigation/prevention should be a pre-disaster activity, although mitigation/prevention may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation. The mitigation/prevention activities included in the emergency operations program are:

- Identifying hazards
- Recording hazards
- Analyzing hazards
- Mitigating/preventing hazards
- Monitoring hazards

### **b. Preparedness**

KC will conduct preparedness activities to develop the response capabilities needed in the event of an emergency. Among the preparedness activities included in KC's emergency management program are:

- Providing emergency equipment and facilities.
- Emergency planning, including maintaining this plan, its annexes, and appropriate SOPs.
- Conducting or arranging appropriate training for campus emergency responders, campus emergency management personnel, administration, and volunteer groups who assist during emergencies.
- Conducting periodic drills and exercises to test KC's plans and training.

**c. Response**

KC will respond to emergency situations effectively and efficiently. The focus of most of this plan and its annexes is on planning for the response to emergencies. Response operations are intended to resolve an emergency situation while minimizing casualties and property damage. Response activities include warning, first aid, light fire suppression, law enforcement operations, evacuation, shelter and mass care, light search and rescue, as well as other associated functions.

**d. Recovery**

If a disaster occurs, KC will carry out a recovery program that involves both short-term and long-term efforts. Short-term operations seek to restore vital services to KC and provide for the basic needs of the students, faculty, staff, and visitors. Long-term recovery focuses on restoring KC to its normal state. The federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance. The recovery process includes assistance to affected groups within KC. Examples of recovery programs include temporary relocation of classes, restoration of college services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged facilities.

## II. READINESS LEVELS

Many emergencies follow some recognizable build-up period during which actions can be taken to achieve a gradually increasing state of readiness. A four-tier system is utilized. Readiness Levels will be determined by the President or his/her designee and the KC Chief of Police. General actions to be taken at each readiness level are outlined in the annexes to this plan; more specific actions will be detailed in departmental or agency SOPs.

### READINESS ACTION LEVEL DESCRIPTIONS

#### *Level 1: Normal Conditions*

Emergency incidents occur and campus administration is notified. One or more departments or outside agencies respond to handle the incident; an incident command post may be established. A Level 1 event will rarely prevent KC from carrying out all or part of its mission. The normal operations of KC are not affected. Examples of Level 1:

- Isolated medical emergency
- Minor hazardous material spill
- Weather-related delay
- Small, localized fire
- Short-term (1-4 hours) computer, telephone, power or HVAC system failure
- Death or illness of a KC or community member from natural causes

#### *Level 2: Increased Readiness*

Increased Readiness refers to a situation that presents a greater potential threat than Level 1 but poses no immediate threat to life and/or property. Increased Readiness actions may be appropriate when situations similar to the following occur:

- Severe Thunderstorm Watch. A watch is issued to alert persons to the possibility of a development in a specified period of time. Persons in the watch area should remain alert and be prepared to take immediate action. These actions could be generated by severe weather watch information issued by the National Weather Service.
- Tornado Watch indicates possibility of tornado development. Readiness actions may include increased situation monitoring and placing selected staff on alert.
- Flash Flood Watch indicates flash flooding is possible due to heavy rains occurring or expected to occur. Readiness actions may include increased situation monitoring, reconnaissance of known trouble spots, deploying warning signs.

- Wildfire Threat. During periods of extreme wildfire threat, readiness actions may include deploying additional resources to areas most at risk or arranging for standby commercial water tanker support.

### ***Level 3: High Readiness***

High Readiness refers to a situation with a significant potential and probability of causing loss of life and/or property or may result in a closure of all or part of KC. This would likely require outside agency involvement. This condition will normally require some degree of warning to the campus.

Actions could be triggered by severe weather warning information issued by the National Weather Service such as:

- Severe Thunderstorm Warning. A warning is issued to alert persons that a specific event is imminent, may affect their area, and immediate action should be taken.
- Tornado Warning. Issued when a tornado has been sighted in the vicinity or indicated by radio and may strike in the local area. Readiness actions may include activating the EOC, continuous situation monitoring, and notifying the public about the warning.
- Flash Flood Warning. Issued to alert persons that flash flooding is imminent or occurring in certain designated areas and immediate action should be taken. Readiness actions may include notifying the public about the warning, evacuating low-lying areas, open shelters to house evacuees, and continuous situation monitoring.
- Winter Storm Warning. Issued when heavy snow, sleet, or freezing rain are forecast to occur separately or in a combination. Readiness actions may include preparing for possible power outages, putting maintenance crews on stand-by to clear and/or sand the roads and sidewalks, and continuous situation monitoring.
- Major fire, hazardous material spill, or flood in one area or building
- Hostage situation with a probability of personal injury
- Environmental threats (bio-terrorism, radiation, etc.)
- Threats or actions against KC or members of the KC community (i.e. bomb threat, riots, civil disorder, threats against individuals, rape)
- Long-term (4+ hours) computer, telephone, HVAC, power, or water failure

### ***Level 4: Maximum Readiness***

Maximum Readiness refers to situation that hazardous conditions are imminent. This condition denotes a greater sense of danger and urgency than associated with a Level



3 event. An incident that affects the entire campus or will likely result in human injury and/or death and extensive damage to the campus. A Level 4 event will have major implications on KC's ability to carry out its mission and will require outside involvement and coordination of multiple agencies. Actions could also be generated by severe weather warning information issued by the National Weather Service combined with factors making the event more imminent.

Maximum Readiness actions may be appropriate when situations similar to the following occur:

- Major fire: a conflagration that damages two or more buildings
- Major hazardous material releases that results in evacuation of the campus
- Serious weather-related damage to the campus buildings
- Mass casualties or deaths on campus
- Power outages that require the closing of KC

### III. CONCEPT OF OPERATIONS

#### A. Initial Response

1. KC personnel are likely to be the first on the scene of an emergency situation on KC campus. They will normally take charge and remain in charge of the incident until it is resolved or others who have legal authority to do so assume responsibility. They will seek guidance and direction from local officials and seek technical assistance from state and federal agencies and industry where appropriate.
2. The KCPD will be responsible for activating the KC emergency operations plan and the initial response. Including the following:
  - Evacuation – Requires all faculty, staff, students, and visitors to leave the building. Evacuation can be highly effective if it can be completed before the arrival of the hazard.
  - Reverse Evacuation – Requires all faculty, staff, students and visitors to go to safe places in the building from outside the building.
  - Emergency Lockdown – As many exterior doors and classroom doors, as possible, are locked, and everyone stays in their current location.
  - Shelter in Place – Faculty, staff, and students are held in the building, windows and doors are sealed, and when appropriate all ventilation systems are shut off. Limited movement is allowed. Shelter in place is most effective during emergencies involving hazardous materials that produce toxic vapors outside the facility. Taking shelter inside a sealed building is highly effective in keeping everyone safe.
3. Notification
  - a. In case of any incident at any KC facility, the flow of information shall be from the KCPD to the Chief of Police (COP). The COP will notify the Vice President of Student Services and the Kilgore College President. They will in turn notify personnel as assigned. Information should include the nature of the incident and the impact on the facility, faculty, staff, and students.
  - b. In the event that KC is in receipt of information, such as a weather warning that may affect KC property, the information shall be provided to the appropriate KC personnel to allow for adequate preparations.
4. The KC President or his/her designee is responsible for activating the EOP, including common and specialized procedures as well as hazard-specific incident plans. The

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KC President or designee will assign an Incident Commander based who is most qualified for that type of incident. In law enforcement related incidents, the KC COP assumes the role of Incident Commander.

5. Implementation of ICS

- a. The first KC emergency responder to arrive at the scene of an emergency situation will implement the Incident Command System (ICS) and will serve as the incident commander until relieved by a more senior or more qualified individual. The incident commander will establish an Incident Command Post (ICP) and will provide an assessment of the situation to KC officials, identify response resources required, and direct the on-scene response from the ICP.
- b. For some types of emergency situations, a specific incident scene may not exist in the initial response phase and the EOC may accomplish initial response actions, such as mobilizing personnel and equipment and issuing precautionary warning to the faculty, staff, students, and visitors. As the potential threat becomes more apparent and a specific impact site(s) is identified, an Incident Command Post may be established, and direction and control of the response transitioned to the Incident Commander.

6. Source and Use of Resources

- a. KC will use its own resources to respond to emergency situations until outside emergency response personnel arrive. If additional resources are required, the following options exist:
  - 1) Request assistance from city or county emergency response agencies
  - 2) Request assistance from volunteer groups active in disasters.
  - 3) Request assistance from industry or individuals with resources needed to deal with the emergency situation.

**B. National Incident Management System**

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

The KC has adopted the National Incident Management System (NIMS) in accordance with the President's Homeland Security Directive 5 (HSPD-5) and the National Response Framework (NRF). The NIMS provides a consistent approach to the effective management of situations

involving natural, human caused, or terrorism events. NIMS allows KC to integrate response activities with internal and external partners using a set of standardized organizational structures designed to improve interoperability, including a commonality of terms and standards for efficient and effective management of an emergency or disaster. The plan also addresses Homeland Security Directive 8 (HSPD-8) across the five mission areas—prevention, protection, mitigation, response, and recovery.

This plan neither replaces the responsibility of each campus and department within KC to develop and test emergency protocols, nor does it usurp traditional classroom management. Rather, it establishes delegation of authority, division of responsibilities and chain of command, operational guidance, and KC interface with local and state partners. In addition, it establishes processes for emergency planning, auditing, training, drilling and exercising, operational sustainability and continuity of operations.

NIMS compliance for KC includes completing the following:

- Adopt the use of the Incident Command System (ICS). All staff and students who assume roles described in this plan will receive ICS-100 training. ICS-100 is a web-based course available free from the Federal Emergency Management Agency (FEMA) Emergency Management Institute.
- Complete NIMS awareness course IS-700 NIMS: An Introduction. IS-700 is a web-based course available free from the Emergency Management Institute. All persons assuming roles described in the basic plan or annexes will take the IS-700 course.
- Participate in local government's NIMS preparedness program and incorporate the KC plan into the community EOP.
- Train and exercise the plan. Designated staff and students are expected to participate in training and exercising the plan's procedures and hazard-specific incident plans. KC is charged with ensuring that the training and equipment necessary for an appropriate response/recovery operation are in place.

### **C. Components of the Incident Command System**

1. Command and Management: The incident management structures employed by NIMS can be used to manage emergency incidents or non-emergency events such as celebrations. The system works equally well for small incidents and large-scale emergency situations. The system has built-in flexibility to grow or shrink depending on current needs. It is a standardized system, so personnel from a variety of agencies and geographic locations can be rapidly incorporated into a common management structure.
2. Incident Command System: A system that can be used to manage emergency incidents or non-emergency events such as celebrations.

### **D. Features of ICS**

1. ICS Attributes. ICS has a number of features that work together to make it a real management system. Among the primary attributes of ICS are:

2. Common Terminology. ICS requires the use of common terminology, such as the use of standard titles for facilities and positions within an organization, to ensure efficient and clear communications.
3. Organizational Resources. All resources including personnel, facilities, major equipment, and supply items used to support incident management activities must be categorized with respect to capability. This categorization will minimize confusion and enhance interoperability.
4. Manageable Span of Control. Span of control should ideally vary from three to seven. Anything less or more requires expansion or consolidation of the organization.
5. Organizational Facilities. Common terminology is used to define incident facilities, the activities conducted at these facilities, and the organizational positions that can be found working there.
6. Use of Position Titles. All ICS positions has distinct titles.
7. Reliance on an Incident Action Plan. The incident action plan, which may be verbal or written, is intended to provide supervisory personnel a common understanding of the situation and direction for future action. The plan includes a statement of objectives, organizational description, assignments, and support material such as maps. Written plans are desirable when two or more jurisdictions are involved, when state and/or federal agencies are assisting local response personnel, or there has been significant turnover in the incident staff.
8. Integrated Communications. Integrated communications include interfacing disparate communications as effectively as possible, planning for the use of all available systems and frequencies, and requiring the use of clear text in communications.
9. Accountability. ICS is based on an orderly chain of command, check-in for all responders, and only one supervisor for each responder.

## **E. Unified Command**

1. Unified Command is a variant of ICS used when there is more than one agency or jurisdiction with responsibility for the incident or when personnel and equipment from a number of different agencies or jurisdictions are responding to it. This might occur when the incident site crosses jurisdictional boundaries or when an emergency situation involves matters for which state and/or federal agencies have regulatory responsibility or legal requirements.
2. ICS Unified Command is intended to integrate the efforts of multiple agencies and jurisdictions. The major change from a normal ICS structure is at the top. In a Unified Command, senior representatives of each agency or jurisdiction responding to the incident collectively agree on objectives, priorities, and an overall strategy or strategies to accomplish objectives; approve a coordinated Incident Action Plan; and designate an Operations Section Chief. The Operations Section Chief is responsible for managing available resources to achieve objectives. Agency and jurisdictional resources remain under the administrative control of their agencies or jurisdictions but respond to mission assignments and direction provided by the Operations Section Chief based on the requirements of the Incident Action Plan.

## F. Area Command

1. An Area Command is intended for situations where there are multiple incidents that are each being managed by an ICS organization or to oversee the management of large or multiple incidents to which several Incident Command Teams have been assigned. Area Command becomes Unified Area Command when incidents are multijurisdictional.
2. The organization of an Area Command is different from a Unified Command in that there is no operations section, since all operations are conducted on-scene, at the separate ICPs.
  - **Multiagency Coordination Systems.** Multiagency coordination systems may be required for incidents that require higher level resource management or information management. The components of multiagency coordination systems include facilities, equipment, EOCs, specific multiagency coordination entities, personnel, procedures, and communications; all of which are integrated into a common framework for coordinating and supporting incident management.
  - **Public Information.** The NIMS system fully integrates the ICS Joint Information System (JIS) and the Joint Information Center (JIC). The JIC is a physical location where public information staff involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public affairs functions. More information on JICs can be obtained in the DHS National Incident Management System Plan, dated March 2004.
  - **Preparedness.** Preparedness activities include planning, training, and exercises as well as certification of response personnel, and equipment acquisition and certification. Activities would also include the creation of mutual aid agreements and Emergency Management Assistance Compacts. Any public information activities such as publication management would also be preparedness activities.
  - **Resource Management.** All resources, such as equipment and personnel, must be identified and categorized. Systems for describing, inventorying, requesting, and tracking resources must also be established.
  - **Communications and Information Management.** Adherence to NIMS specified standards by all agencies ensures interoperability and compatibility in communications and information management.
  - **Supporting Technologies.** This would include any technologies that enhance the capabilities essential to implementing the NIMS. For instance, voice and data communication systems, resource tracking systems, or data display systems.
  - **Ongoing Management and Maintenance.** The NIMS Integration Center provides strategic direction and oversight in support of routine review and continual refinement of both the system and its components over the long term.

## **G. Implementation of the Incident Command System**

KC departments, campuses, and staff have emergency functions in addition to normal day-to-day duties. KC uses the Incident Command System (ICS) in managing emergency incidents and planned events. Many responsibilities are inherent to an individual's primary job. During emergency situations, normal organizational arrangements will be modified to facilitate emergency operations.

## **IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

### **A. Responsibilities**

In the event that the EOP is activated, staff will be assigned to serve within the Incident Command System based on their expertise, training, and the needs of the incident. KC departments, campuses, and staff have emergency functions in addition to normal day-to-day duties. KC uses the Incident Command System (ICS) in managing emergencies. Many responsibilities are inherent to an individual's primary job. Roles will be pre-assigned. During emergency situations, normal organizational arrangements will be modified to facilitate emergency operations that include:

#### **1. KC President**

The KC President responsibilities include:

- Delegates the Incident Commander to a qualified individual.
- The KC President retains the overall responsibility for the overall safety of students and staff.
- Develop, implement, and promote a comprehensive college-centered emergency management program.
- Communicate to KC's Incident Command Team the objectives and priorities for KC emergency management program.
- Advise KC Board of Trustees members of emergency situations and provide periodic reports as needed.
- Monitor situations; provide direction related to dismissing college; seek mutual aid or other outside assistance; initiate requests for assistance from other jurisdictions at all levels of government; and authorize extraneous expenditures and use of resources.
- Ensure, without compromising the confidentiality of the plan, that the public is informed about KC efforts related to incidents.
- Authorize actions designed to effectively and efficiently manage an emergency and mitigate potential liabilities, losses, and execute appropriate memorandums of understanding and similar documents.
- Maintain documentation of administrative and legal activities. Assist in the gathering of information for situation or status reports and other recovery documentation.



## 2. Incident Commander (IC):

The Incident Commander responsibilities include:

- Assume overall direction of all incident management procedures based on actions and procedures outlined in the EOP.
- Establishes and manages the Incident Command Post (ICP).
- Take steps deemed necessary to ensure the safety of students, staff, and other individuals.
- Determine whether to implement incident management protocols (e.g., Evacuation, Reverse Evacuation, Shelter in Place, Lockdown, etc.), as described more fully in the functional annexes in this document.
- Arrange for transfer of students, staff, and other individuals when safety is threatened by a disaster.
- Work with emergency services personnel. (Depending on the incident, community agencies such as law enforcement or fire department may have jurisdiction for investigations, rescue procedures, etc.)
- Keep the KC President, SLT, and other officials informed of the situation.

## 3. Strategic Leadership Team (SLT)

The Strategic Leadership Team is composed of senior KC administrators including the KC President. The members of the SLT operate the KC Emergency Operations Center (KC-EOC) when activated. **The SLT is not an incident command and control entity.** The SLT responsibilities include:

- Strategic planning and business continuity
- Priority setting
- Information collection and evaluation
- Student and staff accountability and reunification
- Notification and emergency public information
- Resource management
- First level emergency plan approval

The Strategic Leadership Team includes:

- ☐ *KC College President*
- ☐ *Vice President of Instruction*
- ☐ *Vice President of Student Services*
- ☐ *Vice President of Administrative Services*
- ☐ *Executive Vice President of Internal Collaboration and Strategic Initiatives*
- ☐ *Executive Aide to the President*
- ☐ *Director of Human Resources*
- ☐ *Dean of Informational and Instructional Technology*
- ☐ *Dean of Institutional Effectiveness and Research*

**4. KC Emergency Management Coordinator (EMC):**

- Acts as team leader of the Incident Command Team.
- Manages the KC-EOC when activated.
- Acts as liaison between the KC-EOC and the Incident Commander.
- Make EOP changes as needed during an incident.
- Serve as a staff advisor to the KC President or his/her designee on emergency management matters.
- Keep the KC President or his/her designee apprised of the preparedness status and emergency management needs.

**5. Chief of Police (COP):**

Responsibilities include:

- Acts as Chief of Police of the KCPD.
- Oversees law enforcement and public safety for KC.
- Coordinate local planning and preparedness activities and maintain this plan.
- Prepare and maintain a resource inventory.
- Arrange appropriate training for emergency management personnel and emergency responders.
- Coordinate periodic emergency exercises to test emergency plans and training.
- Provide copies of the EOP to authorized KC personnel and local emergency management offices.

- Assist in monitoring the developing situations such as weather conditions or incidents in the community that may impact the school.

**6. Incident Command Team (ICT):**

Responsibilities include:

- Develops the emergency operations plan for KC.
- Coordinates with local emergency services to develop functional annexes as well as annexes for specific hazards,
- Fill positions that are qualified for within the Incident Command Structure.
- Actively manage their assigned portion of the incident.
- Cooperate and coordinate with other ICT members.
- Inform the Incident Commander of any information that may be pertinent to the incident.
- Coordinates KC's emergency planning activities
- Recruits members of the KC Hazard and Emergency Response Operations Team (HERO Team).

The Incident Command Team includes:

- ☐ *Vice President, Student Services*
- ☐ *Chief of Police*
- ☐ *Director of Human Resources*
- ☐ *Facilities Director*
- ☐ *Director of Campus Life*
- ☐ *Dean of Students*
- ☐ *Director of Admissions*
- ☐ *Registrar*
- ☐ *Coordinator of Counseling*
- ☐ *Director of Athletics*
- ☐ *Director of Information Technology*
- ☐ *Controller*

**7. Faculty**

Faculty shall be responsible for the supervision of students and shall remain with students until directed otherwise.

Responsibilities include:

- Take steps to ensure the safety of students, staff, and other individuals in the implementation of incident management protocols.
- Direct students to inside or outside assembly areas, in accordance with signals, warning, written notification, or texts according to established incident management procedures.
- Give appropriate action commands during an incident.
- Take attendance when class relocates to an outside or inside assembly area or evacuates to another location.
- Report missing students to the Incident Commander or designee.
- Execute assignments as directed by the Incident Commander or ICS supervisor.
- Obtain first aid services for injured students from emergency medical services, the college nurse, or person trained in first aid. Arrange for first aid for those unable to be moved.
- Render first aid if necessary. Select KC staff will be trained and certified in first aid and CPR.

**8. Facilities Personnel**

Responsibilities include:

- Survey and report building damage to the Incident Commander or Operations Section Chief.
- Control main shutoff valves for gas, water, and electricity and ensure that no hazard results from broken or downed lines.
- Provide damage control as needed.
- Assist in the conservation, use, and disbursement of supplies and equipment.
- Keep Incident Commander or designee informed of the condition of the college.

**11. Technology/Information Services Role:**

- Coordinate use of technology.
- Coordinate with local ham operators when needed to assist in communication.
- Assist in establishment/maintenance of emergency communications network.

- Assist in obtaining needed student and staff information from computer files.
- Prepare and maintain an emergency kit that contains floor plans, telephone line locations, computer locations, and other communications equipment.
- Establish and maintain computer communication with Information Systems and with other agencies capable of communication.
- Establish and maintain, as needed, a stand-alone computer with student and staff database for use at the emergency site.
- As needed, report various sites involved in the communication system if problems occur in that system.

## **12. College Nurses/Health Science Faculty**

Responsibilities include:

- Administer first aid or emergency treatment as needed.
- Supervise administration of first aid by those trained to provide it.
- Organize first aid and medical supplies.

## **13. Administrative Staff**

Responsibilities include:

- Answer phones and assist in receiving and providing consistent information to callers.
- Provide for the safety of essential KC records and documents.
- Execute assignments as directed by the Incident Commander or ICS supervisor.
- Provide assistance to the KC President and Strategic Leadership Team.
- Monitor radio emergency broadcasts.
- Assist with health incidents as needed, acting as messengers, etc.

## **14. KC Administrators and Support Staff**

In most cases, the primary responsibility for an emergency function is assigned to an individual who has similar functional responsibilities under normal operations and/or possesses the most appropriate knowledge and skills. In most, but not all cases, the lead responsibility rests with KC. KC employees will:

- Assume roles within the incident command structure and assign personnel to both the incident scene and/or to KC-EOC, staging and/or coordination areas.
- Help sustain emergency response and recovery and facilitate continuity of operations at the scene or as part of staging and logistical support.
- Support accountability and reunification efforts for campuses and other KC facilities.

#### **15. Food Service Personnel**

Responsibilities include:

- Use, prepare, and serve food and water on a rationed basis whenever the feeding of students and staff becomes necessary during an incident.
- Execute assignments as directed by the Incident Commander or ICS supervisor.

#### **16. Students**

Responsibilities include:

- Cooperate during emergency drills and exercises, and during an incident.
- Learn to be responsible for themselves and others in an incident.
- Understand the importance of not being a bystander by reporting situations of concern.
- Develop an awareness of natural, technological, and human-caused hazards and associated prevention, preparedness, and mitigation measures.
- Take an active part in KC incident response/recovery activities, as appropriate.

#### **17. State, Federal, & Other Support**

If additional or special resources are needed, KC will work through the appropriate City/County EOC to request or provide assistance.

#### **18. Hazard and Emergency Response Operations Team (HERO):**

Hazard and Emergency Response Operations Teams assist the Incident Commander in managing an emergency and providing care for KC employees, students, and visitors before local emergency services arrive or in the event of normal local emergency services being unavailable. They will often act as strike teams at KC during incidents. The Hazard and Emergency Response Operations Teams include selected faculty, staff, and volunteers.

Provide the following functions when necessary and when such functions do not put them in harm's way:

- Facility Evacuation – The Communication team will be trained to assist in the evacuation of all KC facilities and to coordinate the assembly and accountability of employees and students once an evacuation has taken place.
- First Aid – The First Aid team will be trained to provide basic first aid to the injured and participate in light search and rescue.
- Search and Rescue – The Search and Rescue team, made up of members of the First Aid Team and other police and faculty members, will be trained in search and rescue operations. They will perform light search and rescue to find those missing or trapped, as well as note and record the situation for other responders.
- Traffic – The Traffic Team will assist KCPD in coordinating an efficient evacuation of the campus and direct emergency responders to the emergency upon arrival at the campus.

#### **19. Continuity of College Administration During Emergencies**

- The line of succession for the KC President is based on the following categories:
- Instruction
  - Vice President of Instruction
- Finance
  - Vice President of Administrative Services
- Students
  - Vice President of Student Services
- Communications/Facilities
  - Executive Vice President of Internal Collaboration and Strategic Initiatives
- The line of succession for the KC Chief of Police is
  - Police Lieutenant
  - Police Sergeant
- The line of succession for the Public Information Officer is:
  - Director of Communication and Public Relations
  - Coordinator of Communications and Public Relations Operations
  - Associate Director of Communications and Public Relations

- The line of succession for the Emergency Management Coordinator is:
  - As appointed by the KC President
- All other lines of succession for other KC positions shall be in accordance with the GO's established by the college unless mandated otherwise by the emergency.



## V. DIRECTION, CONTROL, AND COORDINATION

### A. Emergency Authorities

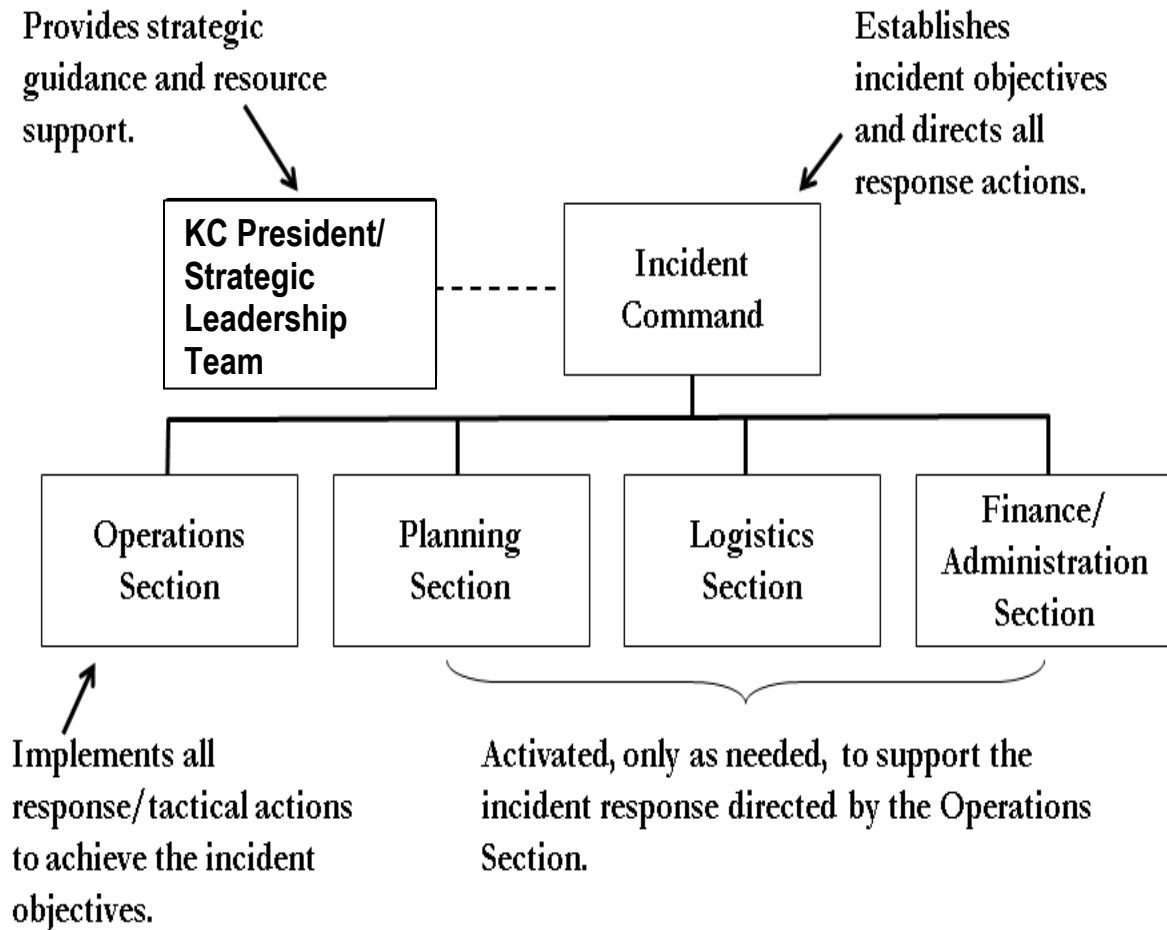
Texas statutes and executive orders of the Texas Governor both provide colleges and local government with certain emergency powers. Those authorities include:

- *Emergency Declaration*: In the event of riot or civil disorder, the chief elected official (mayor for incorporated areas/county judge for unincorporated areas of the county) may ask the Governor to issue an emergency declaration for the entire jurisdiction, including KC, and take action to control the situation.
- *Disaster Declaration*: When an emergency has caused severe damage, injury, or loss of life or it appears likely to do so, the county judge/municipal mayor may, by executive order or proclamation, declare a local disaster, which could include all or part of KC.
- *College Emergency Declaration*: When an emergency poses an undue threat or has caused severe damage, injury or loss, of life, or it appears capable of doing so, the KC President may, in collaboration with the KC Board of Trustees, declare a college district emergency and implement all appropriate emergency procedures, up to and including curtailment or suspension of educational activities.
- *Authority for Evacuations*: State law, under specific conditions authorizes the Governor or local officials to issue mandatory evacuation orders. KC officials have evacuation authority only as it relates to college property and student safety accountability.

### B. KC Incident Command System (ICS)

To provide for the effective direction, control, and coordination of an incident, either single site or multi- incidents, the EOP will be activated including the implementation of the Incident Command System (ICS).

The Incident Commander is delegated the authority to direct tactical on-scene operations until a coordinated incident management framework can be established with local authorities. The Strategic Leadership Team is responsible for providing the Incident Commander with strategic guidance, information analysis, and needed resources.

**Figure 1. Incident Command Team**

The ICS is organized into the following functional areas:

- 1. Incident Command:** Directs the incident management activities using strategic guidance provided by the Strategic Leadership Team.
  - Establish and manage the Incident Command Post, establish the incident organization, and determine strategies to implement protocols and adapt as needed.
  - Monitor incident safety conditions and develop measures for ensuring the safety of building occupants (including students, staff, volunteers, and responders).

- Coordinate media relations and information dissemination with the KC President.
- Develop working knowledge of local/regional agencies, serve as the primary on-scene contact for outside agencies assigned to an incident, and assist in accessing services when the need arises.
- Document all activities.

**2. Operations Section:** Directs all tactical operations of an incident including implementation of response/recovery activities according to established incident management procedures and protocols, care of students, first aid, crisis intervention, search and rescue, site security, damage assessment, evacuations, and the release of students to parents.

Specific responsibilities include:

- Analyze College staffing to develop a Reunification Plan, and implement an incident action plan.
- Monitor site utilities (i.e., electric, gas, water, heat/ventilation/air conditioning) and shut off only if danger exists or directed by Incident Commander, and assist in securing facility.
- Establish medical triage with staff trained in first aid and CPR, provide and oversee care given to injured persons.
- Distribute supplies, and request additional supplies from the Logistics Section.
- Provide and access psychological first aid services for those in need, and access local/regional providers for ongoing crisis counseling for students, staff, and parents.
- Coordinate the rationed distribution of food and water, establish secondary toilet facilities in the event of water or plumbing failure.
- Request needed supplies from the Logistics Section.
- Document all activities.

As needed, the types of Strike Teams described in the following table may be established within the Operations Section.

**Table 2. Operations Section Teams**

| <b>STRIKE TEAM</b>                           | <b>POTENTIAL RESPONSIBILITIES</b>  |
|--|--|
| <b>Search &amp; Rescue Team</b>              | <p>Search &amp; Rescue Teams search the entire college facility, entering only after they have checked the outside for signs of structural damage and determined that it is safe to enter. Search &amp; Rescue Teams are responsible for ensuring that all students and staff evacuate the building (or, if it is unsafe to move the persons, that their locations are documented so that professional responders can locate them easily and extricate them). Search and Rescue Teams are also responsible for:</p> <ul style="list-style-type: none"> <li>• Identifying and marking unsafe areas.</li> <li>• Conducting initial damage assessment.</li> <li>• Obtaining injury and missing student reports from faculty/staff.</li> </ul> |
| <b>First Aid Team</b>                        | <p>First Aid Teams provide triage, treatment, and psychological first aid services. First Aid Teams are responsible for:</p> <ul style="list-style-type: none"> <li>• Setting up first aid area for students.</li> <li>• Assessing and treating injuries.</li> <li>• Completing master injury report.</li> </ul> <p>Note: The Logistics Section provides care to responders (if needed). The Operations Section First Aid Team is dedicated to students or other disaster victims.</p>   |
| <b>Evacuation/Shelter/Care Team</b>          | <p>Evacuation, shelter, and student care in an incident are among the most important tasks faced by colleges. These tasks include student accounting, protection from weather, providing for sanitation needs, and providing for food and water. The Evacuation/Shelter/Care Team is responsible for:</p> <ul style="list-style-type: none"> <li>• Accounting for the whereabouts of all students, staff, and volunteers.</li> <li>• Setting up a secure assembly area.</li> <li>• Managing sheltering and sanitation operations.</li> <li>• Managing student feeding and hydration.</li> <li>• Coordinating with the Logistics Section to secure the needed space and supplies.</li> </ul>  |
| <b>Facility &amp; Security Response Team</b> | <p>The Facility &amp; Security Response Team is responsible for:</p> <ul style="list-style-type: none"> <li>• Locating all utilities and turning them off, if necessary.</li> <li>• Securing and isolating fire/HazMat.</li> <li>• Assessing and notifying officials of fire/HazMat.</li> <li>• Conducting perimeter control.</li> </ul>   |
| <b>Counseling Intervention Team</b>          | <p>The Counseling Intervention Team is responsible for:</p> <ul style="list-style-type: none"> <li>• Assessing need for onsite mental health support.</li> <li>• Determining need for outside agency assistance.</li> <li>• Providing onsite intervention/counseling.</li> <li>• Monitoring well-being of the KC Incident Command personnel, staff, and students, and reporting all findings to the Operations Section Chief.</li> </ul>   |
| <b>Reunification Team</b>                    | <p>Reunification refers to getting students reunited with their family or friends in an efficient and orderly manner. Reunification can be an enormous challenge and takes a lot of planning. The Student Release Team is responsible for:</p> <ul style="list-style-type: none"> <li>• Setting up secure reunion area.</li> <li>• Checking student emergency cards for authorized releases.</li> <li>• Completing release logs.</li> <li>• Coordinating with the Public Information Officer on external messages.</li> </ul>  |

*\* These roles are customarily filled by HERO team members.*

**3. Planning Section:** Collects, evaluates, and disseminates information needed to measure the size, scope, and seriousness of an incident and to plan appropriate incident management activities.

Duties may include:

- Assist Incident Commander in the collection and evaluation of information about an incident as it develops (including site map and area map of related events), assist with ongoing planning efforts, and maintain incident time log.
- Document all activities.

**4. Logistics Section:** Supports incident management operations by securing and providing needed personnel, equipment, facilities, resources, and services required for incident resolution; coordinating personnel; assembling and deploying volunteer teams; and facilitating communication among incident responders. This function may involve a major role in an extended incident.

Additional responsibilities include:

- Establish and oversee communications center and activities during an incident (two-way radio, battery-powered radio, written updates, etc.), and develop telephone tree for after-hours communication.
- Establish and maintain College and classroom preparedness kits, coordinate access to and distribution of supplies during an incident, and monitor inventory of supplies and equipment.
- Document all activities.

**5. Finance/Administration Section:** Oversees all financial activities including purchasing necessary materials, tracking incident costs, arranging contracts for services, timekeeping for emergency responders, submitting documentation for reimbursement, and recovering KC records following an incident.

Additional duties may include:

- Assume responsibility for overall documentation and recordkeeping activities; when possible, photograph or videotape damage to property.
- Develop a system to monitor and track expenses and financial losses, and secure all records.

This section may not be established onsite at the incident. Rather, the KC administration offices may assume responsibility for these functions.

## **C. Coordination with Strategic Leadership Team**

In complex incidents, the Strategic Leadership Team will be convened at the KC-EOC. The role of the Strategic Leadership Team is to:

- Support the on-scene Incident Commander.
- Provide policy and strategic guidance.
- Help ensure that adequate resources are available.
- Identify and resolve issues common to all organizations.
- Keep elected officials and other executives informed of the situation and decisions.
- Provide factual information, both internally and externally through the Joint

Information Center. The Incident Commander will keep the EC informed of ongoing operations and outcomes.

#### **D. KC Emergency Operations Plan**

The EOP is maintained by EMT and reviewed at least annually. Ongoing planning is conducted in collaboration with first responders and local emergency management. The EOP is shared with the KC Board of Trustees annually and approved formally by the KC President on an annual basis.

#### **E. Coordination with Responders**

When external agencies respond to an emergency situation within KC, it is KC's expectation that they will conform to the guidance and direction provided by the Incident Commander, which will be in accordance with the NIMS. If a college incident is within the jurisdiction of the responder community, command will be transferred upon the arrival of qualified responders. A transfer of command briefing shall occur. Incident Commander may be integrated into the Incident Command structure or assume a role within a Unified Command Structure.

#### **F. Source and Use of Resources**

KC will use its resources for emergency response and request additional assistance, as needed, through mutual aid and similar agreements or contracts. When external agencies and organizations respond to an emergency within KC, they must conform to the guidance and direction provided by KC's Incident Commander and the KC President or their designee.

In the event resources are insufficient or inappropriate, KC will use the provisions of Chapter 418.102 of the Texas Government code to seek additional support wherein the city or county will be the first channel through which requests for assistance are filtered. If additional resources are required, KC will:

- Summon contracted emergency service resources as identified through KC purchasing practices and maintained in KC Procurement and Accounts Payable office.
- Request assistance from recognized volunteer and community groups.

- Request assistance from industry or individuals who have resources needed to deal with the emergency situation.

## **G. Emergency Communications**

KC uses the Internet Web Sites <http://www.kilgore.edu> and ***Rave Alert*** text notification service to inform the public.

During emergencies, KC will work closely with local news media and use social and electronic media (such as Facebook, Twitter, websites, etc.) to provide clear and direct emergency information and updates.

Emergency information released to the public will come from the KC President's office via the KC President or the Public Information Officer and include updates about the incident, areas affected, impact/potential impact upon KC, measures KC takes to ensure the safety and well-being of students, and where/when to find more information.

Television, KC and local websites, and radio will support warning and emergency information and KC will coordinate response with local emergency management offices.

Primary public alert systems used by local cities/counties including fixed outdoor sirens, mass notification systems, etc.

### **1. Communication with the Media**

In the event of an incident, the Incident Commander will:

- Designate a Public Information Officer.
- Establish a briefing area for media representatives.
- Determine the need to establish or participate in a Joint Information Center.
- Coordinate messages with the KC President and Strategic Leadership Team.

All the KC employees are to refer all requests for information and questions to the designated Public Information Officer or Joint Information Center (if established).

Media contacts at the major television, internet, and radio stations are maintained by the Public Information Officer. In the case of an incident, these media contacts will broadcast KC's external communications plans, including the information hotline for parents and guardians.

### **2. Handling Rumors**

In addressing rumors, the most effective strategy is to provide facts as soon as possible. To combat rumors, the Kilgore College District will:

- Provide appropriate information to internal groups including administrators, faculty and support staff. These people are primary sources of information and are likely to be contacted in their neighborhoods, at grocery stores, etc.
- Hold a faculty/staff meeting before staff members are allowed to go home so that what is (and is not) known can be clearly communicated.
- Designate and brief personnel answering calls to help control misinformation.
- Conduct briefings for community representatives directly associated with the College.
- Enlist the help of the media to provide frequent updates to the public, particularly providing accurate information where rumors need to be dispelled.

After the immediate incident response period, KC will conduct public meetings as needed. These meetings are designed to provide the opportunity for people to ask questions and receive accurate information.

### **3. Communication with First Responders**

The Incident Commander will maintain communication with first responders during an incident. Transfer of command will occur when first responders arrive on the scene to assume management of the incident under their jurisdiction. KC should frequently exercise the college EOP with first responders to practice effective coordination and transfer of command.

### **4. Communication after an Incident (Recovery Process)**

After the safety and status of staff and students have been assured, and emergency conditions have abated following an incident, staff/faculty will assemble to support the restoration of KC's educational programs. Defining mission-critical operations and staffing will be a starting point for the recovery process. Collecting and disseminating information will facilitate the recovery process.

#### The staff/faculty teams will:

- Conduct a comprehensive assessment of the physical and operational recovery needs.
- Assess physical security, data access, and all other critical services (e.g., plumbing, electrical).
- Examine critical information technology assets and personnel resources, and determine the impact on KC operations for each asset and resource that is unavailable or damaged.
- Document damaged facilities, lost equipment and resources, and special personnel expenses that will be required for insurance claims and requests for State and Federal assistance.



- Provide detailed facilities data to the KC administration so that it can estimate temporary space reallocation needs and strategies.
- Arrange for ongoing status reports during the recovery activities to: a) estimate when the educational program can be fully operational; and b) identify special facility, equipment, and personnel issues or resources that will facilitate the resumption of classes.
- Educate KC personnel, students, and parents on available crisis counseling services.
- Apprise the KC administration of recovery status.

The KC Administration will:

- Identify recordkeeping requirements and sources of financial aid for State and Federal disaster assistance.
- Establish absentee policies for faculty/student after an incident.
- Establish an agreement with mental health organizations to provide counseling to students and their families after an incident.
- Develop alternative teaching methods for students unable to return immediately to classes: internet classes, correspondence classes, videoconferencing, tele group tutoring, etc.
- Create a plan for conducting classes when facilities are damaged (e.g. alternative sites, half- day sessions, and portable classrooms).
- Get stakeholder input on prevention and mitigation measures that can be incorporated into short-term and long-term recovery plans.

## **H. Emergency Facilities Incident Command**

### **1. Post**

The Incident Command Post will be established at or near an incident or emergency scene and the Incident Commander will be responsible for directing the emergency response and managing the resources at the incident scene.

## **I. Emergency Operations Center (KC-EOC)**

KC Emergency Operations Center (KC-EOC) is a location where key decision makers gather to support incident management and is located on **the first floor of the Devall Student Center in the Devall Ballroom**. The senior member of the Strategic Leadership Team will decide if additional offices or rooms will be necessary to serve to assist the KC-EOC. In the event that the Student Center is not safe to occupy or is not deemed adequate, the Strategic Leadership Team may relocate to a more secure KC-EOC. The secondary KC- EOC is located on the first floor of the Administration Building in the Board Room. If

the secondary site is not available, the alternate site is in the Band Hall. The off-campus location will be the Kilgore College Police Department building. If the situation warrants, and at the discretion of the senior Strategic Leadership Team member present, the KC-EOC may be moved to any other room or facility, on or off campus.

KC-EOC, when activated, will support campus operations and manage state and local requests for resources.

Events where there is no specific hazard impact site (such as a severe winter storm or area-wide utility outage) may be coordinated from KC-EOC.

The Incident Commander shall report to the EOC via the Emergency Management

Coordinator. The KC President or their designee may activate KC-EOC.

KC-EOC responsibilities are:

- Collect accurate information on the situation to make informed decisions.
- Work with representatives of emergency services to determine and prioritize response and recovery actions.
- Provide resource support for emergency operations.
- If necessary, suspend or curtail educational services or functions that use campus facilities.
- Provide emergency information

Individuals staffing the Emergency Operations Center include:

- Members of the Strategic Leadership Team
- Any personnel requested by the KC President

Local, state, and/or federal emergency services personnel authorized by the KC President

## **2. Staging Area**

KC Parking Lot #29 between Laird Ave. and Crim Ave. will act as the primary staging area for campus.

R.E. St. John Stadium will act as the secondary staging area should an incident require additional areas away from the main campus for emergency responders to assemble.

## **I. Requesting Assistance**

If KC resources are insufficient to deal with an emergency, KC may request, through appropriate channels, assistance from first responders, other colleges, or jurisdictions, organized volunteer groups and/or State and Federal resources.

## **VI. INFORMATION COLLECTION, ANALYSIS, & DISSEMINATION**

### **A. Types of Information**

Before and during an incident, KC assigns administrative staff to monitor the situation (e.g. weather, law enforcement reports, etc.) and this information is shared with the KC President or designee. Any immediate actions needed to address the incident will be identified.

After an incident, KC will assign staff to monitor web sites, social media, and hotlines of partner organizations involved in the incident recovery process (e.g. mental health, emergency management, and relief agencies). KC staff will also monitor our sources of information (e.g. emails, and phone messages) to identify any information critical to KC's recovery efforts.

### **B. Information Documentation**

Information gathered will be documented by the assigned KC staff.

Documentation includes the:

- Source of Information
- Name(s) of who collected and analyzed the information
- Name(s) of who received the information
- Format/method for providing the information (e.g. written, electronic, phone)
- Date and time the information was shared

## **VII. TRAINING AND EXERCISES**

### **A. Training**

Training is an integral part of KC's emergency management program as it supports a common understanding of emergency management goals based on KC plans and guidance documents. KC supports a multi-year training program that sets measurable training objectives. KC training programs include opportunities to provide awareness of the emergency management program to students and staff, as well as, training to ensure KC personnel are familiar with emergency response protective actions and that designated staff can carry out direction and control in an emergency incident.

#### **1. Faculty and Staff Training**

Professional development is a continuous process in all areas of education, and emergency management is no exception. KC emergency management program includes training and evaluation component.

As part of this training process, KC faculty and staff with roles and responsibilities in the plan are provided with training on their function and protective action response.

Every KC member has a responsibility to provide for the safety of students during an emergency. KC training programs provide opportunities for all employees including staff, administrators, support services, and volunteers to receive training on response actions for emergency incidents. KC employees may take additional specific training based on their specific duties.

In conjunction with KC specific training on roles and responsibilities regarding KC emergency plans and response guidance, employees within KC receive training in the Incident Command System (ICS). This training will help with coordinating activities with first responders and emergency management partners.

ICS-related courses for employees are found on the FEMA EMI website (<http://training.fema.gov/IS/NIMS.aspx>).

KC departments will determine who best fits the roles for the safety committee and to serve as part of KC response. These assignments will determine the training each staff member needs.

#### **2. Stakeholder, Student, and Partner Training**

An integral part of the emergency management process is to ensure stakeholders have received proper training. Ensuring parents/guardians, volunteers, visitors, and students are provided awareness about the emergency plan and trained on response process will assist in an integrated response. KC campuses provide appropriate training on emergency response awareness and protective actions to support all stakeholders with a particular emphasis on the drills and exercises identified in Section B below. Training provided by KC may include JUST-IN-TIME

training, videos, or other opportunities as determined by KC. KC also recognizes that students should receive training on the importance of preparedness and participating in drills and exercises.

### **3. Whole Community Preparedness and Training**

All college staff members, parents, partners, and other stakeholders are encouraged to develop personal and family emergency plans. Each family should anticipate that some family members may be required to remain at college following a major incident or in some cases may not be able to reach the college following such an incident. Knowing that the family is prepared and are ready to handle the situation will enable KC staff to do their jobs more effectively.

#### **B. Exercises**

As identified in state law (TEC §37.108), as well as in state and national best practices, frequently campuses shall schedule and complete a drill and evaluate the effectiveness.

## **VIII. ADMINISTRATION, FINANCE AND LOGISTICS**

### **A. Agreements and Contracts**

If KC resources prove to be inadequate during an incident, KC will request assistance from local emergency services, other agencies, and industry in accordance with existing mutual aid agreements and contracts (see Section V, Direction, Control, and Coordination, for specific details). Such assistance includes equipment, supplies, and/or personnel. All agreements are entered into by authorized KC officials and are in writing.

Agreements and contracts identify the KC officials authorized to request assistance pursuant to those documents.

### **B. Recordkeeping**

#### **1. Administrative Controls**

KC is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support incident management operations. These administrative controls will be done in accordance with the established local fiscal policies and standard cost accounting procedures.

#### **2. Activity Logs**

The ICS Section Chiefs will maintain accurate logs recording key incident management activities, including:

- Activation or deactivation of incident facilities.
- Significant changes in the incident situation.
- Major commitments of resources or requests for additional resources from external sources.
- Issuance of protective action recommendations to the staff and students.
- Evacuations.
- Casualties.
- Containment or termination of the incident.

### **C. Reports**

#### **1. Initial Emergency Report**

This short report should be prepared and transmitted by the Incident Command Post when an

ongoing emergency incident appears likely to worsen and assistance from local emergency services may be needed.

## **2. Situation Report**

A daily situation report should be prepared and distributed by the Incident Command Post during major emergencies or disasters.

## **3. Other Reports**

Several other reports covering specific functions are described in the annexes to this plan

# **D. Incident Costs**

## **1. Annual Incident Management Costs**

The ICS Finance and Administration Section is responsible for maintaining records summarizing the use of personnel, equipment, and supplies to obtain an estimate of annual incident response costs that can be used in preparing future college budgets.

## **2. Incident Costs**

The ICS Finance and Administration Section Chief will maintain detailed records of costs for incident management and operations to include:

- Personnel costs, especially overtime costs,
- Equipment operations costs,
- Costs for leased or rented equipment,
- Costs for contract services to support incident management operations, and
- Costs of specialized supplies expended for incident management operations.

These records may be used to recover costs from the responsible party or insurers or as a basis for requesting financial assistance for certain allowable response and recovery costs from the State and/or Federal government.

# **E. Preservation of Records**

In order to continue normal KC operations following an incident, vital records must be protected. These include legal documents and student files as well as property and tax records. The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly.

## **IX. PLAN DEVELOPMENT AND MAINTENANCE**

The Chief of Police (COP) is responsible for the overall maintenance and revision of the EOP. The Incident Command Team is responsible for coordinating training and exercising the EOP. Both are expected to work closely together to make recommendations for revising and enhancing the plan.

The KC President is responsible for approving and promulgating this plan. Community fire, law enforcement, and emergency managers' approval and suggestions will also be requested.

### **A. Approval and Dissemination of the Plan**

The KC President will approve and disseminate the plan and its annexes following these steps:

- Review and Validate the Plan
- Present the Plan to the KC Board of Trustees (for Comment or Suggestion)
- Plan Approval
- Distribute the Plan

#### **1. Record of Changes**

Each update or change to the plan will be tracked. The record of changes will include: the change number, the date of the change, and the name of the person who made the change. The record of changes will be in table format and maintained by the COP.

#### **2. Record of Distribution**

Copies of plans and annexes will be distributed to those tasked in this document. The record of distribution will be kept as proof that tasked individuals and organizations have acknowledged their receipt, review, and/or acceptance of the plan. The COP will indicate the title and name of the person receiving the plan, the agency to which the receiver belongs, the date of delivery, and the number of copies delivered. Copies of the plan may be made available to the public and media without the sensitive information at the discretion of the KC President.

### **B. Plan Review and Updates**

The basic plan and its annexes will be reviewed annually by the COP, emergency management agencies, and others deemed appropriate by the KC administration. The KC President will establish a schedule for annual review of planning documents.

The EOP will be updated based upon deficiencies identified during incident management activities and exercises and when changes in threat hazards, resources and capabilities, or KC structure occur.



**C. Training and Exercising the Plan**

KC understands the importance of training, drills, and exercises in maintaining and planning for an incident. To ensure that KC personnel and community first responders are aware of their duties and responsibilities under the KC plan and the most current procedures, the following training, drill, and exercise actions will occur. The COP will coordinate training and exercising efforts in accordance with the Homeland Security Exercise and Evaluation Program.

Basic training and refresher training sessions will be conducted during the college year for specific KC personnel in coordination with local fire, law enforcement, and emergency managers.

Mandatory EOP training will include:

- Hazard and incident awareness training for all staff.
- Orientation to the EOP.
- First aid and CPR for all specified staff.
- Team training to address specific incident response or recovery activities, such as Student Reunification, Special Needs, and Relocation.
- Two on-line FEMA courses: ICS 100 and IS-700. Both courses are available for free at FEMA's Emergency Management Institute website.

Additional training will include drills, and tabletop and functional exercises. Exercises will occur at least once per college year. Records of the training provided including date(s), type of training, and participant roster will be maintained.

All KC staff members should develop personal and family emergency plans. Each family should anticipate that a staff member may be required to remain at KC following a catastrophic event. Knowing that the family is prepared and can handle the situation will enable KC staff to do their jobs more effectively.

## **X. AUTHORITIES AND REFERENCES**

### **A. Federal**

1. Americans with Disabilities Act
2. Education for Homeless Children and Youth Program Title VII-B of the McKinney-Vento Homeless Assistance Act (as amended by the No Child Left Behind Act of 2001 Non-Regulatory Guidance)
3. Emergency Management and Assistance, 44 CFR
4. Emergency Planning and Community Right-to-Know Act, 42 USC Chapter 116
5. Family Educational Rights and Privacy Act (FERPA), Title 34, Part 99 CFR
6. Federal Emergency Management Agency (FEMA), Guide for Developing High-Quality College Emergency Operations Plans
7. Federal Emergency Management Agency (FEMA), Sample College Emergency Operations Plan, November 2013
8. Federal Emergency Management Agency (FEMA), Continuity Guidance Circular (CGC) 1, July 2013
9. Federal Emergency Management Agency (FEMA), Continuity Guidance Circular (CGC) 2, October 2013
10. Federal Emergency Management Agency (FEMA), Local Mitigation Planning Handbook, March 2013
11. Federal Emergency Management Agency (FEMA), U.S. Department of Homeland Security (DHS), A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action 2011
12. Health Insurance Portability and Accountability Act (HIPAA) of 1996, as amended. (42 U.S.C.)
13. Homeland Security Act of 2002
14. Homeland Security Exercise and Evaluation Program (HSEEP), Department of Homeland Security, April 2013
15. Homeland Security Presidential Directive, HSPD-3, Homeland Security Advisory System
16. Homeland Security Presidential Directive. HSPD-5, Management of Domestic Incidents
17. Homeland Security Presidential Directive, HSPD-7, Critical Infrastructure Identification, Prioritization, and Protection
18. Homeland Security Presidential Directive, HSPD-8, National Preparedness

19. Statistics Ac Robert T. Stafford Disaster Relief and Emergency Assistance Act, (as amended), 42 U.S.C. 5121
20. The Disaster Mitigation Act of 2000, PUBLIC LAW 106–390
21. The National Disaster Recovery Framework, September 2011
22. The National Incident Management System, December 2008
23. The National Mitigation Framework, May 2013
24. The National Preparedness Goal, September 2011
25. The National Preparedness System, November 2011
26. The National Prevention Framework, May 2013
27. The National Response Framework (2nd Ed.), May 2013
28. NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity Programs
29. U.S. Department of Education Guide To College Vulnerability Assessment: Key Principles for Safe Colleges, 2008
30. U.S. Department of Homeland Security (DHS), Comprehensive Preparedness Guide 101 (CPG 101): Developing and Maintaining Emergency Operations Plans, Version 2, 2010
31. U.S. Department of Homeland Security (DHS), Comprehensive Preparedness Guide 201 (CPG 201): Threat and Hazard Identification, and Risk Assessment Guide National Infrastructure Protection Plan, Education Facilities Subsector, April 2012
32. White House, Empowering Local Partners To Prevent Violent Extremism In The United States, 2012

## **B. State**

1. Administrative Code, Title 37, Part 1, Chapter 7 (Division of Emergency Management)
2. Chapter 81 - Disease Control Act
3. Executive Order of the Governor Relating to Emergency Management
4. Executive Order of the Governor Relating to the National Incident Management System
5. Executive Order of the Governor Relating to the Regional Unified Command Structure
6. Government Code, Chapter 418 (Emergency Management)
7. Government Code, Chapter 421 (Homeland Security)

8. Government Code, Chapter 433 (State Of Emergency)
9. Government Code, Chapter 552 (Public Information)
10. Government Code, Chapter 791 (Inter-Local Cooperation Contracts)
11. HSC Chapter 121, Subchapter B, Section(s) 121.021-121.025 - Health Authorities
12. State of Texas Emergency Management Plan, May 2012
13. Texas Community Right-to-Know Acts, Health and Safety Code, Chapters 505-507
14. Texas Education Agency Government Code 61.1036 Section 3, F (F)
15. Texas Education Code Chapter 26
16. Texas Education Code Chapters 37
17. Texas Education Code Chapters 38
18. Texas Education Code Chapters 42
19. Texas State Agency Continuity Planning Policy Guidance Letter (PDF)
20. Texas Unified School Safety and Security Standards, Revised May 2014
21. The Texas Homeland Security Strategic Plan, 2010-2015, Section 3.2.4 Objective 2.4: Enhance the Safety of Colleges in Texas

**C. Local**

1. Kilgore College Board Policy
2. Memorandums of Understanding and collaborative working agreements
3. City/County Emergency Management Ordinance(s), Orders, Proclamations and Declarations

## **XI. APPENDICES**

**Appendix EOP-01 NIMS Adoption Document**

**Appendix EOP-02 Notification**

**Appendix EOP-03 Incident Command Team**

**Roster Appendix EOP-04 Interagency**

**Agreements Appendix EOP-05 Off Campus**

**Contacts**

**Appendix EOP-06 Emergencies Occurring During College**

**Breaks Appendix EOP-07 Gathering, Safety, and Information**

**Locations Appendix EOP-08 Inclement Weather/Campus**

**Closures**

## APPENDIX EOP-01: NIMS ADOPTION DOCUMENT

**NIMS Adoption  
Document KILGORE  
COLLEGE  
Kilgore, Texas**

DESIGNATION OF THE NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) AS THE BASIS FOR ALL INCIDENT MANAGEMENT AT KILGORE COLLEGE.

WHEREAS, Homeland Security Directive (HSPD)-5 directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System (NIMS) to provide a consistent nationwide approach for federal, state, local, and tribal governments to work together to prevent, prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity; and

WHEREAS, Presidential Policy Directive (PPD)-8 describes the approach to national preparedness, including the National Preparedness System, as the instrument the nation will employ to build, sustain, and deliver core capabilities; and

WHEREAS, the NIMS standardized procedures for managing personnel, communications, facilities and resources improve Kilgore College's ability to utilize federal funding to enhance local and state agency readiness, maintain first responder safety, and streamline incident management processes; and

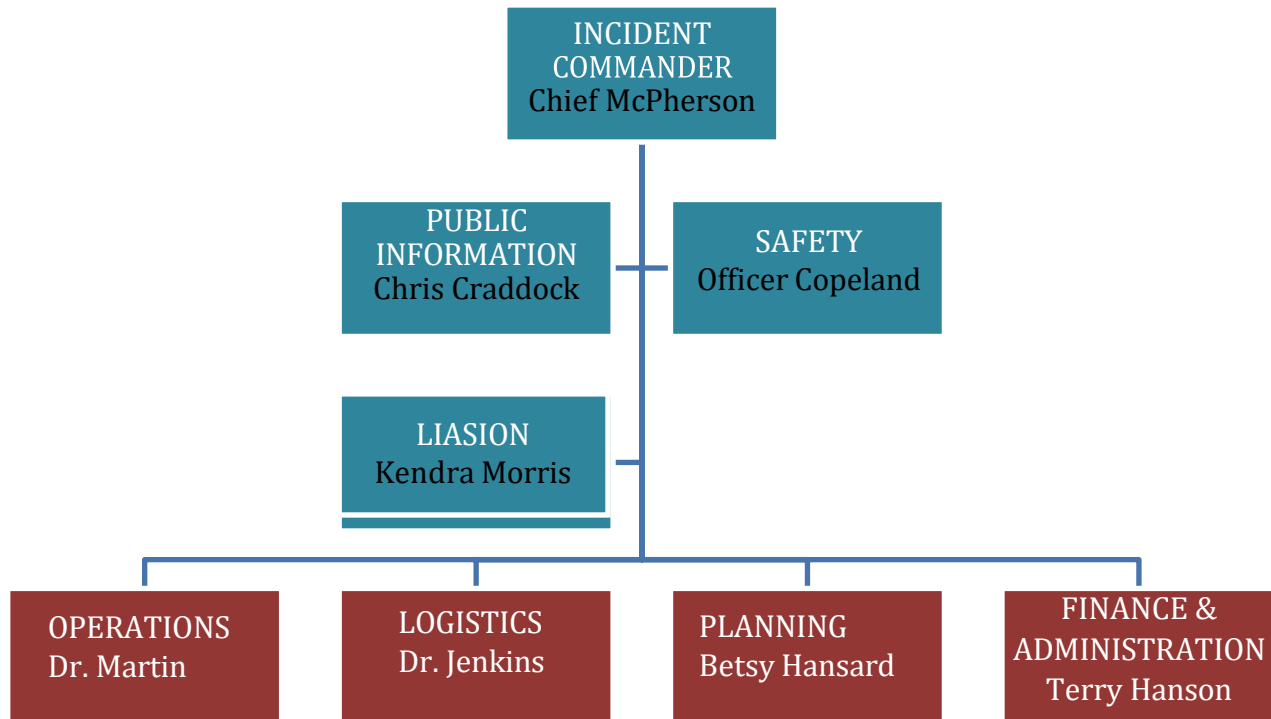
WHEREAS, the Incident Command System components of NIMS are integral to various incident management activities, including emergency management training programs.

*NOW, THEREFORE, I, Brenda Kays, as the Kilgore College President, by the virtue of the authority vested in me by the Kilgore College Board of Trustees and the Constitution and Laws of the State of Texas, do hereby establish the National Incident Management System (NIMS) as the Kilgore College standard for incident management.*

*GIVEN under my hand and the Privy Seal of Kilgore College this 5<sup>th</sup> day of October in the year 2023 \_\_\_\_\_.*

BY *Brenda S. Kays Ed.D.*  
President of Kilgore College

**Figure EOP-04.1: NIMS Incident Command Structure**



The Remainder of this document has been redacted.





























































































































