

Multi-Hazard Emergency Operations Plan



August 11, 2025

Security Statement

In accordance with Texas Government Code 418.177 and Texas Government Code 418.181 this document contains information that is not subject to disclosure under Chapter 552, Government Code.

Formal Adoption Statement

Kilgore College (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.

This Basic Plan is hereby approved for implementation and supersedes all previous versions.



President Signature

Brenda S. Kays, Ed.D.
President Name

09-29-2025
Date (mm/dd/yyyy)

Record of Changes

Record of Changes and Annual Review

In accordance with Texas Education Code 37.108(a)(7), the President is responsible for ensuring the development, implementation, and promotion of this plan in conjunction with all local, state, regional, and federal emergency management, and Homeland Security planning guidance. Prior to the start of each school year, the administration will complete a review of the Kilgore College EOP to include updates to organizational and contact information, plan review, training, and exercise.

Record of Changes and Annual Review Table				
Change Number	Date of Change	Name of Person Updating or Reviewing	Change Notes	Location/Section of Change
1.	09/25/2023	William McPherson	Yearly review and update.	Update employee positions and titles
2.	09/24/2024	William McPherson	Yearly review and update.	Update employee positions and titles
3.	09/05/2025	Andre Belaski	Annual review and updates	Position and title updates Appendix 3

Record of Distribution

Updated versions of the Kilgore College Basic Plan have been distributed to the following college members as well as responding and coordinating agencies identifying their receipt, review, and intent to use this EOP during an emergency incident.

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SECTION 1.0 – Purpose, Scope, and Objectives

A. Purpose

The purpose of the Kilgore College (KC) Multi-Hazard Emergency Operations 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.

Kilgore College will review and update this EOP annually. These revisions will enhance our ability to support all phases of emergency management.

- Prevention
- Mitigation
- Preparedness
- Response
- Recovery

B. Scope

This EOP addresses college planning and procedures for all foreseeable emergency incidents, applies to all campus facilities, and ensures that the needs of individuals with access and functional needs are addressed.

This plan focuses on mitigating, preventing, and preparing for emergency incidents of all types that could impact the College. It is designed to ensure an effective and efficient coordination of response and recovery efforts.

C. Objectives

The Kilgore College Multi-Hazard Emergency Operations Plan is a framework that supports the college's overall educational mission. The overall objectives of the Basic Plan are to:

- Prepare and protect all individuals covered by this plan against significant threats and hazards in a manner allowing vital interests and daily operations to continue.
- Reduce the loss of life and property by decreasing the impact of disasters.
- Respond quickly to save lives, protect property and the environment, and meet basic human needs after an emergency incident.
- Assist whole communities recovering from an emergency incident with continued stabilization of vital life support systems and whole-community restoration.

These objectives apply to all hazards and may be used to assist with any type of emergency incident requiring emergency operations, response, and recovery efforts.

This plan is applicable to all College sites (administration, transportation, and support facilities). Kilgore College will review and update the plans and supporting documents through activities that enhance its ability to prevent and mitigate, prepare for, respond to, and recover from emergency incidents of all types.

Section 2.0 – Authority and Guidance

This Basic Plan is developed under the authority of Texas Education Code 37.108(a) that states “each school district or public junior college district shall adopt and implement a Multi-Hazard Emergency Operations Plan for use in the district’s facilities. The plan must address prevention, mitigation, preparedness, response, and recovery.” It aligns with federal, state, and local guidelines, and provides the framework for coordinating response efforts during an emergency incident. All actions and decisions outlined within this plan are guided by the principles set forth in the [National Response Framework](#) and the [Guide for Developing High-Quality School Emergency Operations Plans](#), ensuring a structured and compliant response to any emergency event.

In 2005, The governor of the State of Texas issued Executive Order RP 40, which mandates the adoption of the [National Incident Management System \(NIMS\)](#) as the “declared state standard for incident management.”

SECTION 3.0 – Hazard Analysis

Kilgore College is an important part of the whole Kilgore, Texas community and plays a responsible role in ensuring a safe, secure, and healthy environment for students, faculty, staff, and substitutes. Kilgore College maintains resources that not only support its daily educational mission but also recognizes that schools are resources when an emergency incident occurs.

A summary of potential hazards is outlined in Attachment 1: Hazard Analysis. Kilgore College has used historical records and subjective estimates to determine criticality, which is a measure of event probability and the college's ability to mitigate the harmful effects of an emergency incident upon its stakeholders and property.

SECTION 4.0 – SITUATION OVERVIEW AND ASSUMPTIONS

A. Situation Overview

This plan is to prevent or mitigate the effects of hazards that may affect the college. The college is located within Gregg County, City of Kilgore, and is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award the associate degree.

The Kilgore College Basic Plan describes the high-level responsibilities of the agencies and partners who have responsibilities within this plan and within the scope of prevention, mitigation, preparedness, response, and recovery. The Kilgore College Basic Plan and those involved in emergency preparedness efforts strive to meet the needs of all residents, constituents, and individuals with access and functional needs.

The Kilgore College Basic Plan is a comprehensive plan intended to provide guidance and resources. Incident responders should use judgment and discretion to determine the most appropriate actions at the time of an emergency incident.

1. Plan Organization

There are three components to the Kilgore College EOP:

- Basic Plan
- Annex (Hazard Specific Annex and Functional Annex)
- Appendix

Plan Organization Table

Component	Description
Basic Plan	Describes Kilgore College emergency management organization and a system of coordination.
Annex	Functional Annex: Describes Kilgore College actions that are consistently taken during any emergency incident impacting the college. Hazard Specific Annex: Addresses how Kilgore College responds to specific types of emergency incidents and may be referenced by other annexes. Hazard annexes may be augmented by other supporting plans.
Appendix	Attached to an annex, Kilgore College provides a list of specific tasks that need to be accomplished before, during, and after an emergency incident.

2. Individuals with Access and Functional Needs

Kilgore College provides equal access to safety during emergency incidents, required drills, and district approved exercises for students and district personnel with access and functional needs in accordance with Texas Education Code 37.108(f)(4) and 37.1086(a). Individuals with access and functional needs are persons who may have temporary or permanent additional needs in functional areas including, but not limited to, maintaining independence, communication, transportation, supervision, and medical care, as well as students with an individualized education program or a plan created under Section 504, Rehabilitation Act of 1973 (29 U.S.C. Section 794).

3. Campuses, Facilities, Employees, and Students

KC employs approximately 331 full-time and 175 part-time personnel. This is a combined total between the Kilgore and Longview campuses. KC has a combined student enrollment of approximately 7288 based on fall 2024 enrollment figures.

The KC Kilgore campus 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 bisected by South U.S. Highway 259 - Business running north and south. Forty-one (41) buildings are located on the approximately 84 acre main campus. There are three residence facilities on this campus which make up three of the forty-one buildings on campus. The R.E. St. John Stadium Field House and the Torrence Health Science Education Center are two of the forty-one 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. Five buildings are located on the approximately 9.5-acre main campus. There are no residential facilities on this campus.

A 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.

A CDL Driver Training Track/Classroom is located at 4931 FM 349 Kilgore, Tx. There is one building located on this and no residential facilities.

A map of each facility annotated with evacuation routes, shelter locations, fire alarm pull stations, fire alarm control panel stations, fire standpipe connections, fire hydrants, fire extinguishers, first aid kits, bleeding control stations, automated external defibrillators (AEDs), hazardous materials storage, server rooms, mechanical rooms, electrical rooms, and utility shutoffs is included in the Facilities Access Management Annex.

4. Resources

Kilgore College will use district owned resources to respond to emergency incidents. If these resources prove to be inadequate or exhausted, Kilgore College has formal agreements (contracts, interlocal agreements, memoranda of understanding, or mutual aid agreements) with agencies and whole community organizations to ensure the district has access to necessary resources during an emergency incident impacting the district.

Kilgore College has formal agreements (contracts, interlocal agreements, memoranda of understanding, or mutual aid agreements) with agencies and whole community organizations to ensure they have access to needed district resources during an emergency incident impacting the whole community.

A list of current agreements is found in Attachment 2: Formal Agreements. All current agreements can be obtained through Kilgore College legal office.

B. Assumptions

Planning requires a commonly accepted set of assumptions to provide a foundation for establishing emergency management protocols and procedures. The following assumptions identify what Kilgore College considers to be true in this EOP. Should an assumption prove to be false, this EOP will be modified accordingly.

- This EOP is intended to provide guidance but does not imply performance guarantees. Kilgore College may deviate from this plan, as necessary.
- Administration personnel, as well as responding and coordinating agencies listed in the Record of Distribution, acknowledge receipt, review, and intent to use this plan during an emergency incident.
- All facilities and campuses have created site-specific plans addressing their identified hazards.
- Students, faculty, staff, and substitutes are empowered to assess the seriousness of a situation and respond accordingly, which may prevent an emergency incident from occurring.

- An emergency incident such as a fire, gas leak, or hazardous material spill could occur without warning. Faculty, staff, and substitutes should not wait for directions from local response agencies before activating this EOP, thus protecting lives and property.
- Probable or developing conditions may result in leadership making the decision to delay or cancel events to avoid potential injury or loss of life if conditions should evolve into an emergency incident.
- Emergency incident management will be conducted in a manner consistent with the principles contained in the U.S. Department of Homeland Security National Incident Management System (NIMS) doctrine.
- Kilgore College is prepared to take initial response actions until help from responding agencies is available.
- Upon arrival, a member of a responding agency (law enforcement, fire, etc.) may assume the Incident Commander (IC) position or establish a Unified Command (UC) depending on the emergency incident.
- An intentional threat against the college will result in security and law enforcement response actions.
- A quick and appropriate response will reduce the number and severity of injuries.
- A large-scale emergency incident requires an effective and coordinated response between the college, whole community, and response agencies resulting in minimizing public concern; assisting in recovery efforts; and reducing the impact on students, faculty, staff, and substitutes.
- During an emergency incident, faculty, staff, and substitutes are expected to perform tasks beyond their daily duties.
- Utilities (water, electrical power, natural gas, telephones, radio systems, cell towers, information systems) may be interrupted due to an emergency incident.
- Buildings, major roads, overpasses, bridges, and local streets may be damaged. Individuals may become stranded on campus due to unsafe traveling conditions.
- Kilgore College will continue to be exposed to and subject to the impact of those hazards described in the hazard analysis as well as lesser hazards and others that may develop in the future.

- It is possible for a major disaster to occur at any time and at any place. In many cases, dissemination of warnings to the public and implementation of increased readiness measures may be possible. However, some emergency situations occur with little or no warning.
- Emergency incidents may result in one or more of the following:
 - Damage or destruction to public and private property.
 - Damage or destruction to public and private records.
 - Displacement of people and families.
 - Disruption of local services (sanitation, emergency medical services, fire, and police).
 - Disruption of utilities (electric, gas, internet, telephone, and water) and daily life activities.
 - Impacts on the environment.
 - Injury or loss of life.
 - Shortages of temporary or permanent housing.
 - Social and economic disruption.
- Achieving and maintaining effective college, whole community, and individual preparedness is the primary mitigating factor against disasters and can reduce the immediate stress on the public and response organizations.
- Proper mitigation actions can prevent or reduce disaster related loss. Detailed emergency planning, training of emergency responders and other personnel, and conducting periodic emergency drills and exercises can improve our readiness to deal with emergency situations.
- The college formally adopted and implemented the National Incident Management System (NIMS).

Section 5.0 – Concept of Operations

A. Approach to Emergency Management

The Multi-Hazard Emergency Operations Plan (EOP) is based on an all-hazards approach and may be activated in its entirety or in part, based on the emergency incident and decisions of leadership.

Each facility and campus will develop and test emergency plans. Faculty, staff, and resources may be limited; however, some routine services and activities may be redirected or suspended to accomplish response and recovery efforts.

The President is responsible for emergency management planning for the college and may designate an individual to serve as the Emergency Management Coordinator who oversees emergency management efforts. The President may also identify individuals whose responsibilities are to support the college's emergency management.

B. Emergency Operations Organization

To direct all planned events and emergency incidents the college will implement the Incident Command System (ICS). ICS is the standardized approach used to support events and emergency operations by defining roles and responsibilities while establishing a system for formal decision making.

C. Emergency Training

To improve the college's readiness, Kilgore College conducts regular training with students, faculty, staff, and substitutes on the hazards identified in this EOP. Emergency training includes, but is not limited to, required emergency drills as well as college approved exercises to improve emergency incident coordination, operation, and response to mitigate emergency incident loss of life and damage to property.

- 1. Drills:** A preparedness activity designed to train individuals to respond effectively during an incident when loss of life or property is at risk. Per Texas Education Code 37.114, Texas Administrative Code 103.1209, and state and federal best practices, every school year campuses shall schedule and complete required drills and evaluate the drill effectiveness. The Emergency Drill Table contains each legislatively mandated emergency drill with the definition and frequency in accordance with Texas Administrative Code 103.1209.

Emergency Drill Table		
Definitions are found at Texas Administration Code 103.1209 .		
Drill	Definition	Frequency
Secure	A response action schools take to secure (close, latch, and lock) the perimeter of school buildings and grounds during incidents that pose a threat or hazard outside of the school building. This type of drill uses the security of the physical facility to act as protection to deny entry.	One per school year.
Lockdown	A response action schools take to secure (close, latch, and lock) interior portions of school buildings and grounds during incidents that pose an immediate threat of violence inside the school. The primary objective is to quickly ensure all school students, staff, and visitors are secured away from immediate danger.	Two per school year (once per semester).
Evacuation	A response action schools take to quickly move students, faculty, substitutes, and staff from one place to another. The primary objective of an evacuation is to ensure that all individuals can quickly move away from the threat.	One per school year.
Shelter-in-place (for either severe weather or hazmat)	A response action schools take to quickly move students, staff, and visitors indoors, perhaps for an extended period of time, because it is safer inside the building than outside. For severe weather, depending on the type and/or threat level (watch versus warning), affected individuals may be required to move to rooms without windows on the lowest floor possible or to a weather shelter. Examples of a shelter-in-place for hazmat drill include train derailment with chemical release or smoke from a nearby fire.	One per school year for severe weather. One per school year for hazmat.
Fire evacuation	A method of practicing how a building would	School districts and open-

	be vacated in a fire. The purpose of fire drills in buildings is to ensure that everyone knows how to exit safely as quickly as possible	enrollment charter schools should consult with the local authority having jurisdiction (e.g., fire marshal) and comply with its requirements and recommendations. If a district does not have a local authority, it shall conduct four per school year (two per semester).
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2. **Exercises:** A preparedness training activity designed to practice and assess, in a more realistic setting, the actions of individuals responding to an incident when loss of life or property are at risk. Per Texas Administration Code 103.1211(b), local education agencies are not required to conduct active threat exercises; however, should a school choose to conduct an active threat exercise, the school shall ensure the exercise meets requirements specified within Texas Education Code 37.1141.

D. Five Phases of Emergency Management

In compliance with Texas Education Code 37.108(a), this EOP addresses each of the five phases of emergency management, as defined by the Texas School Safety Center (TxSSC), in conjunction with the Governor's Office of Homeland Security, the Commissioner of Education, and the Commissioner of Higher Education.

In compliance with Texas Education Code 37.108(a), the college has identified the following actions for all phases of emergency management.

1. **Prevention:** Actions that include activities to avoid an emergency incident or to intervene to stop an emergency incident from occurring. Prevention involves activities to protect lives and property.

Prevention Actions Table
Kilgore College identified the following actions for the prevention phase of emergency management.
Follow procedures for Bullying Prevention according to Texas Education Code 37.0832(c).
Cyberbullying prevention includes faculty, staff, and substitute training with updated legislation and procedures.
Anonymous Incident and Bullying Reporting Online.

Pandemic virus and influenza sanitation measures include routine E-misting of buildings.
Building access control procedures including cameras and call in stations.
Student and staff ID system.
Visitor badging.
Conduct unauthorized Intruder Training.
Install vape and decibel detection devices on secondary campuses.
Update camera system.
Unannounced Intruder Detection Audits.
Complete a Safety and Security Audit for state accountability every three years and present the findings to the board of trustees as required.

2. **Mitigation:** Actions that include activities to reduce the loss of life and property from natural, technological, and human-caused hazards by avoiding or lessening the impact of an emergency incident and providing value to the public by creating safer communities.

Mitigation Actions Table
Kilgore College identified the following actions for the mitigation phase of emergency management.
Implement structural changes to buildings, including shatterproof film at campus entrances.
Install barrier fencing around campuses.
Lock exterior doors with call in cameras.
Enclose vestibules.
Install weather and intruder resistant doors and keyless entries.
Ensure bracing and locking of chemical cabinets.
Check technological updates, including protected storage of district information.

3. **Preparedness:** Actions that include a continuous cycle of planning, organization, training, equipping, exercising, evaluation, and taking corrective action to ensure effective coordination during emergency incident response.

Preparedness Actions Table
Kilgore College identified the following actions for the preparedness phases of emergency management.
Conduct drills scheduled in a professional development calendar and conducted by campus principals.
Participate in exercises with local law enforcement, public health authority, and other partner agencies.
Prepare classroom continuity of learning for campus and district level safety committees.
Monthly principal training for ongoing review of emergency response.
Conduct bi-annual training for all faculty, staff, and substitutes regarding emergency operations procedures.
Conduct bi-annual employee surveys.

4. **Response:** Actions that include activities to address the short-term, direct effects of an emergency incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. The response actions include the execution of Multi-Hazard Emergency Operations Plans.

Response Actions Table
Kilgore College identified the following actions for the response phase of emergency management.
Evacuate buildings.
Provide suicide prevention, grief-informed and trauma-informed care, CRASE actions, Stop the Bleed, CPR, and AED training.
Provide transportation resources when needed.
Nurse directs trauma stations with pre-identified roles, responsibilities, and mapped color-coded stations.
College police serve as the first responders employing partner agencies as

appropriate.

5. **Recovery:** Actions that include activities to address both short-term and long-term efforts for rebuilding and revitalization of affected communities.

Recovery Actions Table	
Kilgore College identified the following actions for the recovery phase of emergency management.	
Coordinate with the county government and partner agencies to assess readiness and time frame for recovery efforts.	
Account for students and employees after a county evacuation and communicate college updates and plans.	
Activate the Comprehensive Counseling Plan, along with outside agency support, for students and staff.	
Provide crisis intervention and support with a trained crisis and grief counseling team.	
Restore utilities.	
Conduct facilities assessment and readiness evaluation.	
Reopen the college with communication to local agencies and stakeholders.	
Maintain required documentation of restoration and recovery activities, including Federal Emergency Management Agency (FEMA) documentation.	
Debrief the emergency response measures and update any needed documentation, procedures, policies, etc..	

SECTION 6.0 – Assignment of Responsibilities

This section provides an overview of the responsibilities of college personnel during each phase of emergency management. Personnel should take action to respond to and manage an emergency incident until response agencies arrive. Kilgore College acknowledges the primary responsibility for response efforts and will assign an individual with the most relevant subject matter expertise to manage specific emergency incidents.

Roles and responsibilities are identified in the Roles and Responsibilities for Emergency Management Phases Table.

Roles and Responsibilities for Emergency Management Phases Table	
Prevention Phase	
Responsible Role	Actions and Responsibilities
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.
Strategic Leadership Team	Strategic planning and business continuity.
	Priority setting.
	Information collection and evaluation.
	Student and staff accountability.
	Resource management.
	First level emergency plan approval.
Chief of Police	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.
	Coordinate periodic emergency exercises to test emergency plans and training.
	Provide copies of the EOP to authorized KC personnel and local emergency management offices.

Incident Command Team	Develop the emergency operations plan for KC.
	Coordinate 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.
	Coordinate KC's emergency planning activities.
	Recruit members of the KC Hazard and Emergency Response Operations (HERO) Team.
Technology & Information Services	Assist in establishment/maintenance of emergency communications network.
	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.

Mitigation Phase	
Responsible Role	Actions and Responsibilities
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.
Strategic Leadership Team	Strategic planning and business continuity.
	Priority setting.
	Information collection and evaluation.
	Student and staff accountability.
	Resource management.
	First level emergency plan approval.
Chief of Police	Acts as Chief of Police of the KCPD.

Chief of Police	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.
Incident Command Team	Develop the emergency operations plan for KC.
	Coordinate 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.
	Coordinate KC's emergency planning activities.
	Recruit members of the KC Hazard and Emergency Response Operations (HERO) Team.
Technology & Information Services	Assist in establishment/maintenance of emergency communications network.
	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.

Preparedness Phase

Responsible Role	Actions and Responsibilities
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.

Strategic Leadership Team	Strategic planning and business continuity.
	Priority setting.
	Information collection and evaluation.
	Student and staff accountability.
	Resource management.
	First level emergency plan approval.
Chief of Police	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.
	Participate in all drills and exercises as appropriate.
Incident Command Team	Develop the emergency operations plan for KC.
	Coordinate 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.
	Coordinate KC's emergency planning activities.
	Recruit members of the KC Hazard and Emergency Response Operations (HERO) Team.
	Participate in all drills and exercises as appropriate.
Technology & Information Services	Assist in establishment/maintenance of emergency communications network.
	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.
	Participate in all drills and exercises as appropriate.

Faculty	Participate in all drills and exercises as appropriate.
Facilities Personnel	Participate in all drills and exercises as appropriate.
Health Science Faculty / Nurses	Participate in all drills and exercises as appropriate.
Administrative Staff	Participate in all drills and exercises as appropriate.
Food Service Personnel	Participate in all drills and exercises as appropriate.
HERO Team	Participate in all drills and exercises as appropriate.
Students	Participate in all drills and exercises as appropriate.

Response Phase	
Responsible Role	Actions and Responsibilities
President	Delegates the Incident Commander to a qualified individual.
	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.
Strategic Leadership Team	Notification and emergency public information.
Emergency Management Coordinator	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.
	Keep the KC President or his/her designee apprised of emergency management needs.
Chief of Police	Assist in monitoring the developing situations such as weather conditions or

	incidents in the community that may impact the school.
	Deploy additional assets and resources as requested.
Incident Command Team	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.
Faculty	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.
Facilities Personnel	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.
	Facilitate first responder entry to any locked doors or buildings.
	Assist in the conservation, use, and disbursement of supplies and equipment.
	Keep Incident Commander or designee informed of the condition of the college.
Technology and Information Services	Assist in obtaining needed student and staff information from computer files.
Health Science Faculty / Nurses	Administer first aid or emergency treatment as needed.

Health Science Faculty / Nurses	Supervise administration of first aid by those trained to provide it.
	Organize first aid and medical supplies.
Administrative Staff	Answer phones and assist in receiving and providing consistent information to callers.
	Provide for the safety of essential KC records and documents.
	Monitor radio emergency broadcasts.
	Assist with health incidents as needed, acting as messengers, etc.
Food Services	Use, prepare, and serve food and water on a rationed basis whenever the feeding of students and staff becomes necessary during an incident.
Students	Understand the importance of not being a bystander by reporting situations of concern.
HERO Team	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.
	The First Aid team will be trained to provide basic first aid to the injured and participate in light 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.
	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.

Recovery Phase	
Responsible Role	Actions and Responsibilities
President	Participate in after-action reviews.
	Maintain documentation of administrative and legal activities. Assist in the gathering of information for situation or status reports and other recovery documentation.
Strategic Leadership Team	Inform elected officials and other executives of situations and decisions.
	Participate in after-action reviews.
Technology & Information Services	Establish and maintain, as needed, a stand-alone computer with student and staff

	database for use at the emergency site.
	Participate in after-action reviews.
Faculty	Participate in after-action reviews.
Facilities Personnel	Develop plans for surveys, and report on the condition of buildings.
	Participate in after-action reviews.
Health Science Faculty / Nurses	Organize first aid and medical supplies.
	Participate in after-action reviews.
Administrative Staff	Participate in after-action reviews.

SECTION 7.0 – Direction and Control

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:

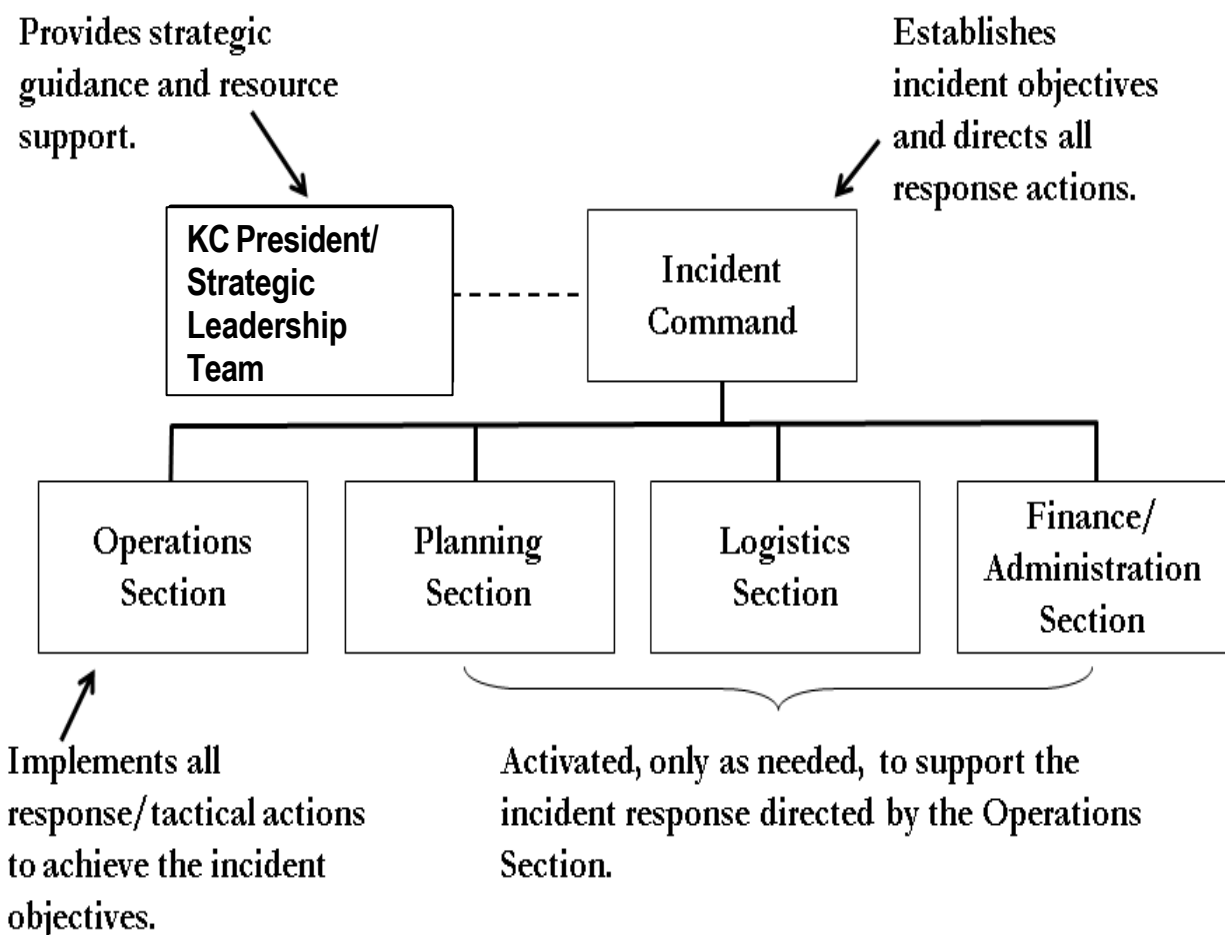
- *Emergency Declaration*: In the event of riot or civil disorder, the chief elected official (mayor for incorporated areas/county judge for unincorporated areas of the county) may ask the Governor to issue an emergency declaration for the entire jurisdiction, including KC, and take action to control 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

STRIKE TEAM	POTENTIAL RESPONSIBILITIES
Search & Rescue Team	Search & 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 & 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: • Identifying and marking unsafe areas. • Conducting initial damage assessment. • Obtaining injury and missing student reports from faculty/staff.
First Aid Team	First Aid Teams provide triage, treatment, and psychological first aid services. First Aid Teams are responsible for: • Setting up first aid area for students. • Assessing and treating injuries. • Completing master injury report. Note: The Logistics Section provides care to responders (if needed). The Operations Section First Aid Team is dedicated to students or other disaster victims.
Evacuation / Shelter / Care Team	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: • Accounting for the whereabouts of all students, staff, and volunteers. • Setting up a secure assembly area. • Managing sheltering and sanitation operations. • Managing student feeding and hydration. • Coordinating with the Logistics Section to secure the needed space and supplies.
Facility & Security Response Team	The Facility & Security Response Team is responsible for: • Locating all utilities and turning them off, if necessary. • Securing and isolating fire/HazMat. • Assessing and notifying officials of fire/HazMat. • Conducting perimeter control.
Counseling Intervention Team	The Counseling Intervention Team is responsible for: • Assessing need for onsite mental health support. • Determining need for outside agency assistance. • Providing onsite intervention/counseling. • Monitoring well-being of the KC Incident Command personnel, staff, and students, and reporting all findings to the Operations Section Chief.
Reunification Team	Reunification refers to reuniting students 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: • Setting up secure reunion area. • Checking student emergency contacts for authorized releases. • Completing release logs. • Coordinating with the Public Information Officer on external messages.

- 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 EOC informed of ongoing operations and outcomes.

D. KC Emergency Operations Plan

The EOP is maintained by Emergency Management Team 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 Site <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, X, 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 are used by local cities/counties including fixed outdoor sirens, mass notification systems, and other like systems to communicate with the surrounding communities.

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 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 meeting 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. Incident Command 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.

2. Emergency Operations Center (KC-EOC)

The 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

3. Staging Areas

- 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.

SECTION 8.0 – 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

SECTION 9.0 – Administration and Support

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.

Federal Emergency Management Agency Incident Command System (ICS) Form Table

Form Number	Type	Description
ICS Form 213	General Message	The ICS structure ensures that communication is streamlined and that important messages are easily tracked and recorded during emergency incident response effort.
ICS Form 214	Activity Log	Incident personnel ensure that every action is documented, helping maintain a clear, accurate record of the response and supporting overall emergency incident management.

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.

SECTION 10.0 – Development and Maintenance Process

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 online 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 participants will be maintained.

SECTION 11.0 – Explanation of Terms

A. Acronyms

AAR	After-Action Review
AED	Automated External Defibrillator
DSHS	Texas Department of State Health Services
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Multi-Hazard Emergency Operations Plan
ESC	Education Service Center
FEMA	Federal Emergency Management Agency
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IP	Improvement Plan
NIMS	National Incident Management System
PIO	Public Information Officer
TDEM	Texas Division of Emergency Management
TEA	Texas Education Agency
TxDPS	Texas Department of Public Safety
TxSSC	Texas School Safety Center
UC	Unified Command

B. Definitions

Access and Functional Needs: Temporary or permanent additional needs in functional areas including, but not limited to, maintaining independence, communication, transportation, supervision, and medical care, as well as students with an individualized education program or a plan created under Section 504, Rehabilitation Act of 1973 (29 U.S.C. Section 794).

Actions: Critical activities that need to be accomplished during all phases of emergency management.

Agreements: Consist of contracts, interlocal agreements, memoranda of understanding, or mutual aid agreements between the college, responding

agencies, and whole community organizations to ensure resources are available during an emergency incident.

Chain of Command: The line of authority and responsibility.

Contracts: Legally binding agreements between parties obligating one to provide goods or services for consideration or payment.

Coordinating Agencies: The collaboration between different agencies to address emergency incident concerns or challenges.

Donations Management: The coordination processes used to support the state in ensuring the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support emergency incidents.

Safety and Security Committee: A collaborative team of individuals that is responsible for developing, reviewing, and updating the college's Multi-Hazard Emergency Operations Plan (EOP).

Hazard: A situation that has the potential to adversely impact the safety of individuals or cause damage to property.

Human-Caused Hazard: An adversarial hazard (active shooter, vehicle ramming, etc.).

Incident: A situation that adversely impacts the safety of individuals or causes damage to property.

Incident Action Plan: A document that is prepared after the first 24 hours of an emergency incident that identifies the goals and objectives that need to be accomplished during a stated time period.

Incident Command Post: The location where emergency incident leadership coordinates and communicates decisions to ensure a strategic and effective response to the emergency incident is accomplished.

Incident Command System: The standardized approach globally used during an emergency incident to provide a coordinated, efficient, and effective response among multiple individuals and agencies.

Improvement Plan: Dynamic documents, with corrective actions, continually monitored and implemented as part of improving preparedness.

Junior College: A higher education institution that is also referred to as a "public junior college" in Texas Education Code.

Interlocal Agreement: Written formal agreements between two governmental entities made in accordance with Texas Government Code Title 7, Chapter 791,

that are often binding and include performance expectations. These agreements essentially act like contracts between government entities.

Incident Commander: The individual who has overall responsibility for managing the response to the emergency incident.

Memoranda of Understanding: An MOU is recognized as binding; however, a legal claim cannot be based on the document. It should be customized to the capability or resources for which the agreement is developed. It formalizes the commitment of one district, agency, or organization to another and defines the responsibilities of the parties, the scope and authority of the agreement, as well as the terms and timelines. The assistance is approved by leadership.

Mutual Aid Agreement: A formal written agreement between the college and another government entity that commits the participating parties to a mutually beneficial, cooperative agreement based on principles of contract law that support protecting lives and property. In most circumstances, participating parties provide resources, materials, or services during emergency incidents with the idea that there will be a future reciprocal exchange of comparable value, if required.

National Incident Management System: A set of principles used by agencies across the Nation to coordinate and work effectively during all phases of emergency management to reduce the loss of life or property.

Natural Hazard: A hazard caused by an act of nature (tornado, earthquake, etc.).

President: The highest-ranking executive officer of a junior college.

Resources: Includes personnel, equipment, supplies, and facilities available to be used during an emergency incident.

Technological Hazard: A hazard caused by an accident or the failures of systems or structures (major utility loss, train derailment, etc.).

Texas Division of Emergency Management: Coordinates the state emergency management program, which is intended to ensure the state, and its local governments respond to and recover from emergencies and disasters. They implement plans and programs to help prevent or lessen the impact of emergencies and disasters.

Unified Command: Similar to the Incident Command; however, now two or more individuals, with authority in different agencies, join to create one leadership role that has overall responsibility for managing the response to the emergency incident.

SECTION 12.0 – Attachments

Attachment 1: District Hazard Analysis

Kilgore College has used historical records and subjective estimates to determine criticality, which is a measure of event probability and the college's ability to mitigate the harmful effects of an emergency incident upon its stakeholders and property for natural hazards, technological hazards, and human-caused hazards.

The District Hazard Analysis Tool provides a numerical score for district identified hazards utilizing:

- Readiness Time
- Probability
- Health and Life Safety
- Impact to Property
- Impact or Duration to College Continuity of Operations

Kilgore College Hazard Analysis

Natural Hazards (acts of nature)	Readiness Time (0-4)	Probability (0-4)	Health and Life Safety (1-5)	Impact to Property (0-4)	Impact Duration to District Continuity (0-4)	Final Score
Tornadoes	3	4	4	3	4	18
Severe Winds (Storm /High Winds)	2	4	3	2	3	14
Flooding (river or tidal)	2	1	3	3	4	13
Winter Weather (Storm/Ice Storm)	1	3	3	2	3	12
Lightning	3	4	4	0	1	12
Hailstorms	2	1	2	2	1	8
Pandemic	1	1	5	0	4	11
Earthquake	4	2	2	2	2	12
Technological Hazards (accidents or the failures of systems and structures)	Readiness Time (0-4)	Probability (0-4)	Health and Life Safety (1-5)	Impact to Property (0-4)	Impact Duration to District Continuity (0-4)	Final Score
Fire	4	2	2	3	2	13
Hazard Release - Chemical	4	2	4	2	4	16
Natural Gas Explosion	4	2	5	4	4	19
Human Caused Hazards (adversarial)	Readiness Time (0-4)	Probability (0-4)	Health and Life Safety (1-5)	Impact to Property (0-4)	Impact Duration to District Continuity (0-4)	Final Score
Active Shooter / Assailant	4	1	4	0	4	13
Bomb or Explosive Device	4	1	4	3	4	16
Rape	4	1	4	0	1	10
Terrorist Activity	4	1	4	0	4	13
Civil Disturbance	3	1	3	2	3	12
Major Crime Near Campus	4	3	3	1	1	12
Major Crime on Campus	4	1	4	1	2	12

Attachment 2: Formal Agreements

A. Resources and Services Needed by the College

The college has the following formal agreements (contracts, interlocal agreements, memoranda of understanding, or mutual aid agreements) with agencies and whole community organizations to ensure the college has access to needed resources, goods, services, and personnel during an emergency incident impacting the college.

College Resource and Service Table		
Agency	Type of Agreement	Resource(s)
Kilgore City Police	Interlocal Agreement	Provides resources to assist with emergency communications, a detention facility, a vehicle traffic flow in an emergency.
Longview City Police	Interlocal Agreement	Provides resources to assist with emergency communications in an emergency.
Gregg County Sheriff's Office	Interlocal Agreement	Provides resources to assist with emergency communications in an emergency.

THE REMAINDER OF THIS DOCUMENT HAS BEEN REDACTED