

Figure 1 Cover photo with university log and siren.

Version 5 – Revised April 23, 2018

Texas A&M University – Central Texas Emergency Management Plan

Submitted by: Emergency Management Team

Approval Document

Safety and Risk Management Officer

Date

Vice President for Finance and Administration

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RECORD OF DISTRIBUTION

Date	Version	Name or Title	Organization
01/13/15	2	All Members of the Emergency Management Team	TAMUCT
02/03/15	2	Chad Berg, Killeen Emergency Management Coordinator	City of Killeen
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04/18/18	5	Shawn Kelley Safety & Risk Management Officer	A&M-Central Texas

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RECORD OF CHANGES

Change No.	Date of Change	Description of Change	Change Made by:
1	January 12, 2015	Changed all references of Crisis Management to Emergency Management.	Candice Dicker
2	January 12, 2015	Changed Alternate #1 EOC from B248 break room nursing building to conference room, 4 th floor, room 403, Warrior Hall.	Candice Dicker
3	January 12, 2015	Changed the Alternate #2 EOC from North Campus to the Killeen Police Department per Chad Berg's recommendation.	Candice Dicker
4	January 13, 2015	Changed wording in section 1 to authority.	Candice Dicker
5	January 14, 2015	Add Record of Table Changes	Candice Dicker
6		Changed EOC Alternate #2	Candice Dicker
7	January 15, 2015	Plan development and maintenance (section) A. Plan Development 1. The EMT's responsible for the overall development -----	Candice Dicker
8	January 15, 2015	Added close proximity Fort Hood, under section 4 Situations and Assumptions, B Situation	Candice Dicker
9	January 15, 2015	Changed Bell County Emergency Management Coordinator to City of Killeen Emergency Management Coordinator.	Candice Dicker
10	January 15, 2015	Section 6, A, 3, C changed bi-annual to annual.	Candice Dicker
11	January 15, 2015	Changed crisis to emergency	Candice Dicker
12	January 15, 2015	Changed Field Command Post to Incident.	Candice Dicker
13	January 15, 2015	Section 6, EOC Staffing Responsibilities- changed sentence structure to stay consistent with other roles.	Candice Dicker
14	January 15, 2015	Changed formatting in Appendix B.	Candice Dicker
15	January 15, 2015	Removed Director of Facilities from special note section at bottom of Appendix B table and inserted designee.	Candice Dicker
16	January 15, 2015	Appendix D #8, changed wording.	Candice Dicker
17	January 15, 2015	Appendix I- changed Campus Security to University Police. Removed Nursing Building reference.	Candice Dicker
18	January 15, 2015	Appendix J- Removed reference to CTC Facilities Maintenance, removed Facilities Manager.	Candice Dicker
19	January 15, 2015	Changed all references to Campus Security to University Security, TAMUCT PD to University Police.	Candice Dicker
20	January 15, 2015	Appendix M #2- Changed Team Leader to Police Chief and changed wording to be consistent with this change.	Candice Dicker
21	January 15, 2015	Appendix Q- changed # from 5719 to 5800.	Candice Dicker
22	January 15, 2015	Appendix H- changes to Killeen, changed Appendix to Annex.	Candice Dicker
23	February 6, 2015	Changed Appendix A Emergency Communications paragraph 6 from "A debriefing with individuals	Candice Dicker

		involved in the emergency may be held at the IC's discretion." Changed "any debriefing to AAR."	
24	February 6, 2015	Appendix D #5- added no one will leave EOC without approval of EOC Director/designee.	Candice Dicker
25	February 6, 2015	Updated Appendix C- Emergency Management Team.	Candice Dicker
26	February 6, 2015	Section 6 Organization, B Concept, #12b changed bi-annual to annual.	Candice Dicker
27	February 6, 2015	Added F to Section 6, Post Incident and After Action Review.	Candice Dicker
28	February 6, 2015	Added Section 6, B, 12a- changed the review.	Candice Dicker
29	February 6, 2015	Added training identified under Section 5, C, #2.	Candice Dicker
30	February 6, 2015	Added forms we will use.	Candice Dicker
31	February 6, 2015	Added new front cover art to change from Crisis Management to	Candice Dicker
32	February 6, 2015	Added examples of mitigation strategies.	Candice Dicker
33	February 6, 2015	Added description of tabletop and functional to Section 6, B, 12, b as well as "A full scale exercise shall be held every three years.	Candice Dicker
34	February 6, 2015	Removed the word "copyright" from section 6, C, third paragraph.	Candice Dicker
35	February 9, 2015	Added "with a realistic approach" to section 4, C, #3.	Candice Dicker
36	February 9, 2015	Section 6 A- Changed placement of NIMS presidential support statement and added wording so ICS is more defined.	Candice Dicker
37	February 9, 2015	Section 6 A- Added Safety and Risk Management Officer	Candice Dicker
38	February 9, 2015	Added section 2, Purpose, "this plan is promulgated under the authority of the President of Texas A&M- Central Texas."	Candice Dicker
39	February 11, 2015	Changed Human Resources to Employee Services	Candice Dicker
40	February 11, 2015	Changed Marketing and Public Relations to Public Engagement and Brand Strategy	Candice Dicker
41	February 12, 2015	Changed the EOC Staffing Responsibilities Section	Candice Dicker
42	February 12, 2015	Added E, 1, a, i on page 30 re Incident Commander	Candice Dicker
43	February 12, 2015	Added Section 6, F Tracking of Resources & Expenditures	Candice Dicker
44	February 17, 2015	Added No 2 to Assumptions	Candice Dicker
45	February 17, 2015	Added critical incident stress debriefings to App O	Candice Dicker
46	May 21, 2015	Updated and signed	Shawn Kelley
47	July 8, 2016	Updated Appendix C for new members of team	Shawn Kelley
48	March 9, 2017	Updated Appendix C for new members of team. Formatting corrections. Removal of facility no longer leased by the university from the Plan.	Shawn Kelley
49	October 6, 2017	Updated EOC Organization Chart. Updated EOC member task list.	Shawn Kelley
50	April 17, 2018	Update to the list of required FEMA courses in section 5. C. 2. b.	Shawn Kelley
51	April 17, 2018	Update to the assigned members of the EOC in Section 5. E. 1. a.	Shawn Kelley
52	April 17, 2018	Update to the EOC Chain of Command in Section 5. E. 1. c.	Shawn Kelley

53	April 17, 2018	Update to EOC locations in Section 6. C. 3.	Shawn Kelley
54	April 17, 2018	Update to Liaison Officer position Section 6. C. EOC Staffing/Responsibilities 4. a.	Shawn Kelley
55	April 17, 2018	Update to PIO Officer position Section 6. C. EOC Staffing/Responsibilities 5. a.	Shawn Kelley
56	April 18, 2018	Added 911 Shield to Section 3 Definitions	Shawn Kelley
57	April 18, 2018	Added 991 Shield information to Section 6. C. EOC Activation	Shawn Kelley
58	April 18, 2018	Added ICP information to Section 6. E. Incident Command Post (UPD Patrol Vehicle #1)	Shawn Kelley
59	April 18, 2018	Add 2 lines to Appendix F. Notify the A&M System Chancellor, and A&M System Risk Management	Shawn Kelley
60	April 18, 2018	Added hyperlink to Shelter-In-Place Procedures in Appendix R. Shelter in place d.	Shawn Kelley
61	April 23, 2018	Updated position titles in Appendix C	Shawn Kelley

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SECTION 1: AUTHORITY

The organizational and operational concepts set forth within these guidelines apply to Texas A&M University–Central Texas (A&M-Central Texas), and are promulgated under the following authorities:

A. FEDERAL

1. Federal Civil Defense Act of 1950, PL 81-920 as amended.
2. The Disaster Relief Act of 1974, PL 93-288 as amended.
3. Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707.
4. Emergency Management and Assistance, Code of Federal Regulations, Title 44.
5. Superfund Amendments and Reauthorization Act of 1986, PL 99-499 (Title III, “Emergency Planning and Community Right to Know Act of 1986”).
6. Comprehensive Environmental Response Compensation and Liability Act of 1980, PL 96-510 (CERCLA or “Superfund”).
7. Clean Water Act, (Section 311 of USC 1251).
8. Clean Air Act, (40 CFR Part 51).
9. Resource Conservation and Recovery Act (RCRA).
10. Public Health Security and Bioterrorism Preparedness and Response Act (42 CFR Part 73).
11. Agricultural Bioterrorism Protection Act of 2002; Possession, Use and Transfer of Biological Agents and Toxins (7 CFR Part 331 and 9 CFR Part 121).
12. Homeland Security Presidential Directive (HSPD) 5.

B. STATE

1. Vernon’s Texas Civil Statutes, Section 7, 8, and 10, Article 5890e.
2. The Texas Disaster Act of 1975, V.T.C.A. Government Code, Title 4, Chapter 418.
3. Executive Order by the Governor, Executive Order RP-01 or current version.
4. Attorney General Opinion MW-140.
5. Hazard Communication Act, Title 83 Article 51826.
6. Texas Hazardous Substances Spill Prevention and Control Act, Chapter 26, Subchapter Texas Water Code.
7. State Solid Waste Disposal Act, Texas Civil Statutes Article 4477-7.
8. State of Texas Emergency Management Plan (Disaster Plan)

9. State of Texas Executive Order RP40.

C. LOCAL

1. Emergency Management Plan for Bell County

SECTION 2: PURPOSE

A&M-Central Texas is subject to emergencies or disasters resulting from major incidents or natural phenomena. In support of the City of Killeen Emergency Management Plan, and under the National Incident Management System's (NIMS) standard, this plan provides guidance and procedures to enable the university to effectively respond to and recover from major incidents, natural disasters or other emergencies on campus. Response must be timely, vigorous, and directed toward containing the situation, minimizing the loss of life and property, averting undue hardship or suffering, and maintaining the maximum operational capabilities of the university. Only by annual review and regular exercise of this plan will rescue and recovery action be effective in protecting human life and health and in preserving A&M-Central Texas property and resources. To that end, this plan is promulgated by the Safety and Risk Management Officer, in coordination with the University Police Department, and under the authority of the President of A&M-Central Texas.

The purpose of these guidelines is to:

1. Provide guidance for emergency operations and the utilization of all available university and government resources for the protection of lives, property, and the continuance of university operations in the event of a natural or man-made disaster or a national emergency including, weapons of mass destruction attacks or threats thereof.
2. Outline the duties and responsibilities of departments and/or individuals during university emergency operations.
3. Establish guidelines for emergency planning and coordination of activities relating to disaster prevention and mitigation, preparedness, response, and recovery as related to local, county, state and federal governments.
4. Assign responsibilities for specific duties and activities related to emergency operations and disaster recovery.

The objectives of emergency operations are to:

1. Provide emergency services including medical assistance, rescue, fire, and police protection for life and property within the disaster area.
2. Restore utilities within the stricken area in an orderly and timely manner.
3. Maintain fire, police, and utility services during emergency operations.

4. Facilitate, provide, and coordinate shelter and mass care during and after the emergency in cooperation with the American Red Cross and other organizations.
5. Keep the public informed of the current status of emergency operations in a timely manner.
6. Promote the process of recovery from the effects of disaster situations.
The Emergency Management Plan is established to provide guidance for emergency operations on A&M-Central Texas campus. University staff, faculty, students, and visitors at off campus locations shall follow the Emergency Management Plan for their respective host.

SECTION 3: DEFINITIONS

1. 911 Cellular – Warrior Shield (911 Shield) is an emergency notification service that gives A&M-Central Texas the ability to communicate health and safety emergency information quickly via e-mail, Text messages (SMS) and social media site such as Twitter, Facebook, and others.
2. Area Command – an organization established to (a) oversee the management of multiple incidents that are each being handled by an incident command system organization; or (b) oversee the management of a very large incident that has multiple incident management teams assigned to it. Area command has the responsibility to set overall strategy and priorities, allocate assigned resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.
3. Centers for Disease Control (CDC) – The CDC includes 11 centers, an institute, and offices whose mission is to promote health and quality of life by preventing and controlling disease, injury, and disability. See <http://www.cdc.gov>.
4. Chemical Emergency Transportation Center (CHEMTREC) – A centralized, toll-free telephone service (800-424-9300) which has been set up to provide immediate advice on the nature of the product and steps to be taken in handling the early stages of transportation emergencies where hazardous chemicals are involved. CHEMTREC promptly contacts the shipper of the material involved for more detailed information and appropriate follow-up action including on-scene assistance when feasible. See: <http://www.chemtrec.com>.
5. Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA) – the original Superfund Act, primarily aimed at hazardous waste site identification and clean up.
6. Disaster District – Disaster Districts are regional state emergency management organizations mandated by the Executive Order of the Governor relating to Emergency Management whose boundaries parallel those of Highway Patrol Districts and Sub-Districts of the Texas Department of Public Safety.

7. Disaster District Committee (DDC) – The DDC consists of a Chairperson (the local Highway Patrol Captain or Command Lieutenant) and representatives of the state agencies and volunteer groups represented on the State Emergency Management Council with resources in the district. The DDC Chairperson, supported by committee members, is responsible for identifying, coordinating the use of, committing and directing state resources within the district to respond to emergencies.
8. Disaster Recovery Center (DRC) – The Disaster Recovery Center is established by the Federal Emergency Management Agency (FEMA) in partnership with state and local emergency management offices. Representatives from federal, state, local, and volunteer agencies are there to explain the assistance available and to assist victims in procuring it.
9. Emergency Alert System (EAS) – a network of broadcast stations and interconnecting facilities which have been authorized by the Federal Communications Commission to operate in a controlled manner during a war, state of public peril or disaster, or other national emergency – as provided by the emergency alert system plan. Supersedes the Emergency Broadcast System (EBS).
10. Emergency Management (EM) – A framework for organizing and managing emergency protection efforts. There are four phases – mitigation, preparedness, response, and recovery.
11. Emergency Management Authority (EMA) – Emergency management authority is derived from the Texas Disaster Act of 1975 and assigned to the chief elected official of each political jurisdiction within the state. In most cases, this authority is delegated to an Emergency Management Coordinator.
12. Emergency Management Director (EMD) – As the senior decision making position within the EOC, the chief executive of each jurisdiction assumes duties of emergency management director of the emergency operations center during an emergency. At A&M-Central Texas, the EMD, as designated by the President, is the Vice President for Finance and Administration.
13. Emergency Management Plan – The plan that each jurisdiction has and maintains for responding to appropriate hazards. It establishes the specific procedures and approaches to be used in the management of an emergency situation.
14. Emergency Management Team – A team of individuals appointed by the President to respond in a critical incident and/or emergency situation.
15. Emergency Operations Center (EOC) – Specially equipped facilities from which government officials exercise direction and control and coordinate necessary resources in an emergency situation.

16. EOC Log – the EOC Log is kept during an emergency situation that describes the steps taken during the emergency.
17. Emergency Public Information (EPI) – Information that is disseminated to the public via the news media before, during and/or after an emergency or disaster.
18. Emergency Response Contractors – Contractors trained to respond in emergency situations.
19. Emergency Situations – As used in this plan, this term is intended to describe a range of situations, from an incident to a major disaster. It includes the following:
 - a. Incident – An incident is a situation that is limited in scope and potential effects.
 - b. Emergency – An emergency is a situation that is larger in scope and more severe in terms of actual or potential effects than an incident.
 - c. Disaster – A disaster involves the occurrence or threat of significant casualties and/or widespread property damage that is beyond the capability of the local government to handle with available local resources.
20. Federal Emergency management Agency (FEMA) – The federal agency charged with development of an integrated emergency management system and with supporting emergency management and disaster assistance efforts at all levels of government. See: <http://www.fema.gov>.
21. Hazardous Material (HAZMAT) – A substance in a quantity or form posing an unreasonable risk to health, safety and/or property when manufactured, stored or transported. The substance, by its nature, containment and reactivity, has the capability for inflicting harm during an accidental occurrence. It may be toxic, corrosive, flammable, reactive, an irritant, a strong sensitizer and poses a threat to health and the environment when improperly managed. Included are toxic substances, certain infectious agents, radiological materials and other related materials such as oil or other petroleum products, and industrial solid waste substances.
22. Immediately Dangerous to Life or Health (IDLH) – A measure of toxicity of a substance, the concentration of a toxin that is capable of causing irreparable injury or death.
23. Incident Commander (IC) – The person responsible for the management of all incident operations. The IC is in charge of the incident site.
24. Incident Command Post (ICP) – Facility at a safe distance from an accident site where the incident commander, responders, and technical representatives can make response decisions, deploy manpower and equipment, maintain liaison with the media and handle communications.

25. Incident Command System (ICS) – The combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident and/or event.
26. KFD – Killeen Fire Department
27. KPD – Killeen Police Department
28. Liaison Officer – A member of the command staff responsible for interacting with representatives from cooperating and assisting agencies.
29. Local Emergency Planning Committee (LEPC) – There exists in Bell County a Local Emergency Planning Committee (LEPC). Responsibility for managing and organizing this body rests with the Bell County Emergency Management Coordinator.
30. Logistics Section – The section responsible for providing facilities, services, and materials for the incident.
31. Medical Command Officer – Officer responsible for the coordination of all medical branch officers.
32. Medical Unit – The functional unit within the service branch of the logistics section responsible for the development of the medical emergency plan, and for providing emergency medical treatment of incident personnel.
33. Mutual-Aid Agreements – Written agreements between organizations, either public or private, for reciprocal aid and assistance in case of disasters too great to be dealt with unassisted.
34. National Incident Management System (NIMS) – A system, mandated by Homeland Security Presidential Directive 5 (HSPD-5), that provides a consistent nationwide approach for Federal, State, Tribal, and local governments, the private sector, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, Tribal, and local capabilities, NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; Multi-agency Coordination Systems; training; identification and management of resources (including systems for classifying types of resource); qualified and certification; and the collection, tracking, and reporting of incident information and incident resources.
35. National Weather Service (NWS) – To provide weather and flood warnings, public forecasts and advisories for all of the United States, its territories, adjacent waters and ocean areas, primarily for the protection of life and property. NWS data

and products are provided to private meteorologists for the provision of all specialized services. See: <http://www.nws.noaa.gov>.

36. Nuclear Regulatory Commission – The U.S. Nuclear Regulatory Commission (NRC) is an independent agency established by the congress under the Energy Reorganization Act of 1974 to ensure adequate protection of public health and safety, the common defense and security, and the environment in the use of nuclear materials in the United States. See <http://www.nrc.gov>.
37. Public Information Officer (PIO) – A member of the command staff responsible for interfacing with the media or other appropriate agencies requiring information directly from the incident. There is only one information officer per incident. For the purposes of this plan, the PIO may not be the same person serving as PIO under the Public Information Act.
38. Radio Amateur Civil Emergency Service (RACES) – A radio communication service conducted by volunteer licensed amateur radio operators, for providing emergency radio communications to local, regional, or state emergency management organizations. FCC 97.163(a).
39. Radiological Monitor (RM) – A person who can operate radiation detection instruments and report results of radiation levels from peacetime or attack emergency to the Radiological Officer (RO).
40. Reception Area – A specified area designated for reception and care of evacuees that is unaffected by the disaster or hazard, or in the case of possible nuclear attack, is relatively unlikely to experience direct weapons effect (blast of 2 PSI or more, heat and initial nuclear radiation).
41. Resources Conservation and Recovery Act of 1976 (RCRA) – Provides for the proper handling, use, and disposal of chemicals manufactured and used in the country. Commonly referred to as “cradle to grave” tracking of chemicals.
42. Resources List – A list of all current resources (equipment, personnel, supplies), which can be used by emergency services in response to local disaster/emergencies.
43. Safety Data Sheet (SDS) – Document containing specific information on the safe handling of chemicals in the workplace.
44. Safe Zone – A geographical region beyond the warm zone where there is no suspected product contamination; often referred to as the cold zone or the outermost zone.
45. Salvation Army – The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination. See: www.salvationarmyusa.org

46. Self-Contained Breathing Apparatus (SCBA) – Supplemental oxygen breathing equipment used primarily by firefighters and divers.
47. Shelter-In-Place – A procedure that advises people to stay indoors and to attempt to reduce the airflow into a structure. This strategy is used when it has been recognized that people could not be evacuated from an area prior to the arrival of a toxic cloud.
48. Sheriff's Office (SO) – Bell County Sheriff's Office.
49. Staging Area (SA) – A pre-selected location having large parking areas and cover for equipment, vehicle operators, and other personnel such as a major shopping area, schools, etc. The SA provides a base for coordination of emergency operations, assembly of persons to be moved by public transportation to reception jurisdictions, a rally point for mutual aid, or a debarking area for returning evacuees.
50. State Coordinating Officer (SCO) – The person designated by the Governor to serve as the scene representative for the Division of Emergency Management and to work in concert with the federal coordinating officer in administering state and federal assistance to disaster victims.
51. State Disaster District 23 – A multi-county region in Central Texas so designated by the Texas Division of Emergency Management. A Regional Liaison Officer (RLO) and Disaster District Chairman (DDC) are appointed for each disaster district. A captain in the Austin district headquarters of the DPS is assigned as the State Disaster District Chairman for Disaster District 23. See: <http://www.txdps.state.tx.us/dem/>
52. Texas Division of Emergency Management (TDEM) – A division of the Texas Department of Public Safety. See: <http://www.txdps.state.tx.us/dem/>
53. Unified Command – In ICS, Unified Command is a unified team effort that allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability. The operations section chief is responsible for implementing the incident action plan.

SECTION 4: SITUATION OVERVIEW AND ASSUMPTIONS

A. GENERAL

1. Any employee of A&M-Central Texas may be tasked by this plan.
2. The local police and fire departments will respond, where support agreements or mutual aid agreements exist and/or according to jurisdiction.

3. A&M-Central Texas is included in Bell County 911 system. Dial 911 from any campus telephone to access emergency services.
4. Most emergencies on the A&M-Central Texas campus will involve multiple responding agencies including, but not limited to, appropriate university, city, county, and state responders.
5. All emergency responses will utilize the Incident/Unified Command System (ICS) as required by the Federal Emergency Management Agency (FEMA).
6. In most cases the University Police Chief will assume Incident Command. In some cases fire department or local law enforcement personnel may assume Incident Command, depending on the type of emergency.
7. Casualties will be transported to local area hospitals which may include Metroplex Hospital, Darnall Army Medical Center, Seaton Medical Center, and Baylor Scott & White Hospital.
8. Other Texas A&M University System agencies operating on the A&M-Central Texas campus shall coordinate their emergency actions with this plan.

B. SITUATION

Because of its geographic location, close proximity to Fort Hood (one of the largest Army installations in the world), Killeen/Fort Hood Regional Airport, population concentration, high-rise buildings, rail, highway traffic, and other risk factors, A&M-Central Texas is exposed to many hazards, some of which have the potential for disrupting the university community, and causing widespread damage and casualties.

Possible natural hazards include, but are not limited to tornadoes, floods, fires, and winter storms. There is also the threat of terrorism related activities associated with biological, nuclear, incendiary, chemical, and explosive weapons. Other disaster situations could develop from a hazardous materials accident, conflagration, major transportation accident, civil disorder, disease or other unknown or unpredictable occurrences. It is possible that A&M-Central Texas could be the recipient of evacuees from other areas in the event of a disaster that overwhelms the local resources of that area.

C. ASSUMPTIONS

1. A&M-Central Texas will continue to be exposed to the hazards and situations noted above, as well as others that may develop in the future.
2. Killeen is 54 square miles (U.S. Census Bureau, 2010), therefore, many, if not all hazards affecting the City will also affect the University. It is for this reason; the University will adopt Killeen's hazard analysis as its own. The University will work with the Killeen Office of Emergency Management and Homeland Security

to participate in the hazard assessment process to calculate threat and risk for the University and surrounding community.

3. Outside assistance will be available in most emergency situations that affect the university. Although these guidelines define procedures for coordinating such assistance, it is essential for the university to be prepared to carry out disaster response and short-term action on an independent basis.
4. It is possible for a major disaster to occur any time and any place in or near the university. In some cases, timely dissemination of warnings and increased readiness measures may be possible. However, many disasters and events can, and will, occur with little or no warning so A&M-Central Texas must always be ready with a realistic approach.
5. University officials and representatives must recognize their responsibilities for the safety and well-being of students, employees, and visitors; and assume their responsibilities in the implementation of this emergency plan.
6. Proper implementation of these guidelines will reduce or prevent disaster-related losses.
7. Regardless of the threat or type of emergency, it is possible that the following results may be encountered:
 - a. Death or injury to people and animals;
 - b. Interruption or disruption to transportation;
 - c. Interruption or disruption to normal communications;
 - d. Interruption or disruption to utilities and other essential services;
 - e. Congregation of large numbers of people at the scene, at central locations, at shelters, etc;
 - f. Significant numbers of people being displaced, requiring some or all of the following: evacuation, shelter, feeding, welfare, and other assistance;
 - g. Structural damage to streets, buildings, utilities, or other property;
 - h. Contamination of food, water, personnel, vehicles, property, and other substances;
 - i. Shortages of essential items;
 - j. Periods of civil unrest or disorder, including looting, rioting, mob scenes, violence, etc;
 - k. Initial confusion of the affected population, with probable delays in university response due to disaster events;
 - l. Extensive need for public information;
 - m. Disruption of business activities; and
 - n. Other matters of minor to serious impact or inconvenience.

SECTION 5: CONCEPT OF OPERATIONS

A. GENERAL

It is the responsibility of the university to protect life and property from the effects of hazardous events within its own jurisdiction. A&M-Central Texas has the primary responsibility for initial emergency management activities. These guidelines are based upon the concept that the emergency functions of various agencies/organizations involved in emergency management will generally parallel normal day-to-day functions or operations. To the maximum extent possible, the same personnel and material resources will be employed in both cases. Day-to-day functions that do not contribute directly to the emergency may be suspended for the duration of any emergency. The efforts that would normally be required for those functions will be redirected to the accomplishment of emergency tasks by the department, division, or agency concerned.

B. DECLARATION

The President, or designee may declare a campus state of disaster or emergency. The effect of the declaration is to activate the recovery and rehabilitation aspects of the plan and to authorize furnishing aid and assistance. When the needs for the emergency exceed local capability to respond, outside assistance will be requested from neighboring jurisdictions and/or the state government.

1. A&M-Central Texas has the responsibility for emergency disaster operations within its jurisdiction. Other local government agencies responding to a request for assistance will normally be under the direction and control of the university.
2. Whenever a large-scale emergency occurs within any of the emergency management cooperating jurisdictions, and it is determined necessary that all resources in the county area are required, a joint university/city/county operation will generally be initiated.
3. The services of the City of Killeen Emergency Management Coordinator will normally be available to each political subdivision, whether the disaster is localized or countywide. He/she may serve as advisor upon request, and will function in an advisory or other designated role, on staff in the Emergency Operations Center if requested.
4. Emergency response activities will employ the Incident/Unified Command System (ICS) to the maximum, practicable extent. A standard Emergency Operations Center (EOC) organization is discussed later in this manual.
5. The university assumes no liability for injury or death of volunteers in the performance of their duties as volunteers except that which is imposed by state law. University employees assigned to duty as part of the Guidelines for Emergency Operations shall retain all the rights, privileges, and immunities of university employees.

C. PHASES OF MANAGEMENT

These guidelines are predicated on an all-hazard approach and acknowledge that most responsibilities and functions performed during an emergency are not hazard specific. Likewise, these guidelines account for activities before and after, as well as during emergency operations; consequently, all phases of emergency management are addressed as discussed below.

1. **Mitigation** – Mitigation activities are those which eliminate or reduce the probability of a disaster occurring. Also included are those long-term activities, which lessen the undesirable effects of unavoidable hazards. Some mitigation strategies include risk transfer such as insurance policies, risk assessments for hazard identification and inspections.
2. **Preparedness** – Preparedness activities serve to develop the response capabilities needed in the event an emergency should arise. Planning and training are among the activities conducted under this phase which include:
 - a. Emergency planning, including maintaining the Emergency Management Plan through annual review.
 - b. Arranging appropriate training for members of the Emergency Management Team and others as deemed appropriate by the EMT.
 - Training, at this time, consists of the following FEMA courses, and assignment will be the responsibility of the Emergency Management Coordinator:
 - FEMA IS-100he Introduction to the Incident Command System for Higher Education (2112832)
 - FEMA IS-200b Single Resources and Initial Action Incidents (11017)
 - FEMA IS-700a National Incident Command System (11018)
 - FEMA IS-800b National Response Framework (11019)
3. **Response** – Response is the actual provision of emergency services during an emergency. These activities help reduce casualties and damage, and speed recovery. Response activities include warning, fire, evacuation, rescue, and other similar operations.
4. **Recovery** – Recovery is both a short-term and long-term process. Short-term operations seek to restore vital services to the university and provide for the basic needs of employees, students, and visitors. Long-term recovery focuses on restoring the university to its normal pre-disaster, or an improved, state of affairs. The recovery period is also an opportune time to institute future mitigation measures, particularly those related to the recent emergency. Examples of recovery actions would be the identification of damaged areas with assessment of needs, restoration of non-vital university services, application for disaster assistance, reconstruction of damaged areas, and similar required actions.

D. INCREASED READINESS CONDITIONS

Most emergencies follow some recognizable build-up period during which time actions can be taken to achieve an appropriate state of maximum readiness. The President will determine the university's alert posture. General departmental actions are detailed in the appropriate sections of these guidelines; however, it is acknowledged that disasters are unique occurrences, which require specific actions dependent upon the type, nature, and extent of the emergency. In this regard, this document is not all-inclusive, nor does it limit or restrict reasonable or prudent actions.

The following conditions of increasing readiness will be used as a means of delineating the university's alert posture.

1. **Level 4** – The term “Level 4” will be used to **denote a situation that causes a higher degree of readiness than is normally present.** Employees should review emergency plans and check supplies and equipment. “Level 4” actions will be triggered by the onset of particular hazard vulnerability seasons such as tornado season, flash flood season, fire threats due to severe drought conditions, etc., the potential for civil unrest, or an increase in international tensions.
2. **Level 3** – The term “Level 3” will be used to **refer to a situation which presents a greater potential threat than “Level 4”, but poses no immediate threat to life and/or property, that is, that threats are possible.** This condition includes situations that could develop into a hazardous condition such as tornado watches, small-scale civil unrest, or possible enemy attack. Departments should begin preparing contingency plans for possible emergency response. “Level 3 actions could be generated when the international situation has deteriorated to the point that enemy attack is a possibility. Declaration of “Level 3” by the Emergency Management Director/Coordinator will require the initiation of the increased readiness activities.
3. **Level 2** – the term “Level 2” will be used to **signify hazardous conditions in which the significant potential and probability of causing loss of life or extensive damage to property are probable.** This condition will require some degree of warning to personnel and will be triggered by severe weather warning information issued by the National Weather Service. A ***Tornado Warning*** will be issued when a tornado has actually been sighted in the area or is indicated by radar, and may strike in the vicinity. A ***Flash Flood Warning*** will be issued to alert persons that flash flooding is imminent or occurring on specified streams or designated areas, and that immediate action should be taken. ***Civil Disorder Warning*** will be issued when there is relatively large-scale, localized violence, and/or when the international situation has deteriorated to the point that enemy attack is probable. This condition may/may not allow sufficient time for an orderly evacuation. Departments should place essential personnel on standby status and the EOC may be activated.

4. **Level 1** – The term “Level 1” will be used to **signify that hazardous conditions are imminent**. This condition denotes a greater sense of danger and urgency than associated with a “Level 2” event, and includes: a tornado has been sighted close to the university; wide-spread flooding is occurring; civil disorder precipitates large-scale violence; or an enemy attack is imminent based upon the evaluation of intelligence data. This warning (attack warning) will be declared and disseminated by the FEMA National Warning Center over the FEMA National Warning System (NAWAS). Departments will activate emergency personnel and respond to the situation, the EOC will be activated, and non-essential services may be suspended.

E. TASKS

1. See specific appendices for tasks/actions. Tasked departments/agencies will complete actions required by this plan. These departments will provide personnel for the following response teams as required. When this plan is implemented and response teams are activated, team members will be relieved of other duties and their response duty will become their primary duty.
 - a. The A&M-Central Texas Police Department, Office of Safety & Risk Management, University President, University Vice Presidents, Director of Facilities, Director of Information Technology, Public Information Officer, Dean of Student Affairs, Director of the University Business Office, Director of Human Resources, and the Procurement, Inventory, and HUB Coordinator must be prepared and trained to execute this plan with or without the assistance or direction of outside agencies. A&M-Central Texas personnel shall serve in Incident Command if directed to do so by the Incident Commander, regardless whether A&M-Central Texas personnel or others run the ICP. Incident Command is typically configured as shown below, though the Incident Commander need not staff all positions shown if it is not deemed to be warranted for a specific incident.
 - b. An Incident/Unified Command System shall be utilized for all multi-agency emergency responses. The organization chart below shows the command structure of the emergency management team.

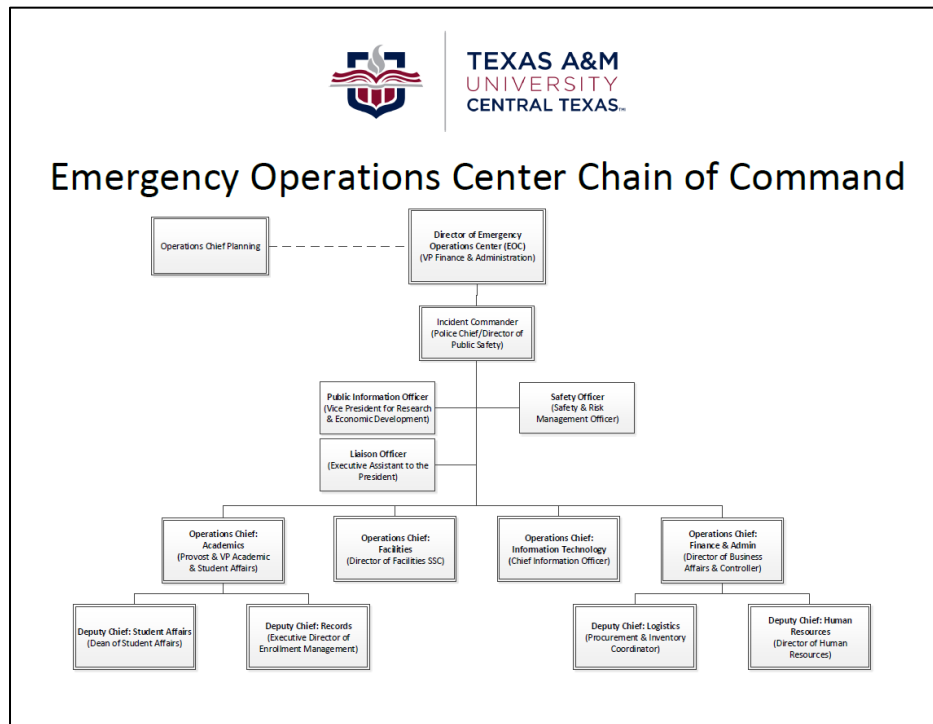


Figure 2 Organization Chart for the emergency management team.

F. ALERT PROCEDURES

1. General

- a. A terminal for the National Warning System is located in Austin, at the Texas Department of Public Safety (DPS). A national emergency declaration and warning of nuclear attack or enemy action will come from this source through the university's or county's emergency management organizations.
- b. Notification of severe weather, tornado, and flood watches and warnings emanate from NOAA, through the Texas Department of Public Safety office (DPS) as well as from the National Weather Service (NWS) in Fort Worth.

2. Alert Notification (see also [Appendix B](#)): Critical personnel notification will be in accordance with the following procedures:

- a. Weather emergency notification will be in accordance with procedures contained in [Appendix G](#), Weather Emergency.
- b. Other emergency notifications will be in accordance with procedures contained in [Appendix A](#), Emergency Communications.
- c. Department and/or section heads, managers, and supervisors shall relay threat information, warnings, and readiness preparedness condition information to ensure all employees are notified. Departments shall initiate departmental notification plans and react according to their guide for emergencies.

SECTION 6: ORGANIZATION

A. GENERAL

1. The President, as the Chief Executive Officer for A&M-Central Texas, has adopted the National Incident Management System (NIMS) and Incident Command System (ICS) as the A&M-Central Texas protocol for emergency response. The ICS approach allows the capability to expand or contract to meet the needs of the incident granting the University flexibility in identifying and utilizing resources which heightens efficiency during response.
2. The President, as Chief Executive Officer, the Vice President for Finance and Administration, as Emergency Management Director, the University Police Chief, as Emergency Operations Center Incident Commander (IC), and the Safety and Risk Management Officer as Emergency Management Coordinator are responsible for emergency management planning and operations for the university, and are the approving authorities of the Emergency Management Plan.
 - a. In the event the President is unable to perform the duties of his office in relation to this plan, the President designates the Vice-President for Finance and Administration as first alternate.
 - b. In the event the first alternate is unable to perform those duties in relation to this plan, the President designates, the Provost/Vice-President of Student and Academic Affairs as second alternate.

Any department within the university may have emergency functions in addition to their normal duties; however, the particular role is situation dependent. Key departments are responsible for developing and maintaining their own guidelines for emergency operations. General emergency management responsibilities are outlined in individual sections of this document.

B. CONCEPT

1. The University Chief of Police / Director of Public Safety is responsible for directing all emergency measures with the university, as well as coordinating with the City of Killeen, and Bell County for mutual support.
2. The Safety and Risk Management Officer shall serve as the A&M-Central Texas Emergency Management Coordinator (EMC), and shall ensure that the university's Emergency Management Plan is consistent and compatible with the City of Killeen and Bell Counties Emergency Management Plan, shall coordinate the EMP with the City of Killeen and Bell County Emergency Management Planning Office. The EMC shall also be responsible for ensuring the annual review of the EMP, documenting approved changes to the plan and planning and coordinating annual emergency exercises.
3. Emergency Management Team

- a. Acts under the authority of and reports directly to the President.
 - b. Assists with the annual review of the EMP.
 - c. Assists with the planning and execution of annual drills.
4. The Behavioral Intervention Team (BIT) meets regularly to assess, intervene, and/or provide timely resources and support for students displaying concerning behavior or experiencing problems that might lead to disruptive or dangerous behavior.
5. Existing departments or agencies of local government (police, fire, etc.) will be primarily responsible for performing their normal functions during emergency operations. They will also perform additional duties as stated in these procedures and as the situation dictates.
6. The Incident Commander (IC) of A&M-Central Texas is the responsible authority for directing all training exercises.
7. The basic function of university officials is to coordinate all response activities through the EOC and request additional resources from Killeen, Bell County, the disaster district, the State, and other organizations and agencies as required.
8. Departments will maintain the integrity of normal work crews whenever possible.
9. Initial reaction to a major disaster may require extended operations with work crews operating in shifts. Department heads should plan accordingly, from the disaster onset, to provide adequate time for personnel and crew rest while maintaining continuous relief efforts.
10. Hazardous conditions will likely follow any major disaster thereby increasing the risk of injuries and death.
11. Supervisors at all levels must constantly emphasize safety of students, employees, visitors, and the public.
12. A project number will be issued by Business Affairs for the incident response effort, and will be disseminated to, and used by, all departments participating. This project number will be utilized in conjunction with the applicable accounting code to document all response and recovery costs associated with any disaster or emergency that requires a substantial response effort.
13. Emergency Management Plan (EMP)
 - a. The EMP shall be reviewed annually by the Emergency Management Team and modified as necessary based on deficiencies identified during actual emergency situations and exercises as well as when changes in threat hazards, resources and capabilities occur. Results of the reviews and any changes to the EMP shall be reported to the President for approval before being submitted to the Chancellor of The Texas A&M University

System through the Texas A&M System Office of Risk Analysis and Control who will also receive an updated copy of the Emergency Management Plan.

- b. Annual exercises of a tabletop or functional nature shall be held to train response personnel and evaluate the adequacy of the EMP. A full-scale exercise shall be held every three years. After Action Reports (AAR) of exercises shall be prepared and submitted to the President or designee as well as System Office of Risk Analysis and Control.
- c. Each unit or department identified as having a role in this EMP is responsible for communicating the content of the EMP to its staff.
- d. Distribution of the Emergency Management Plan and its annexes will be based on recommendations from the Emergency Management Coordinator and the Emergency Management Team. In general, copies of this plan and annexes should be distributed to those individuals, departments, agencies, and organizations tasked in this document when major updates or revisions are made. Copies should also be set aside for the EOC. The Record of Distribution indicates who receives copies of the basic plan and the various annexes to it.

C. EMERGENCY OPERATIONS CENTER (EOC)

The EOC is the centralized communication and coordination facility for emergency response. It is the central meeting and gathering location for critical management and support personnel, and serves as an incident support operations and resource center. It will typically be organized in a manner that mirrors the Incident/Unified Command System (ICS), as much as the situation permits. Under the ICS, specific functions, responsibilities, and the lines of communication and coordination are established.

- 1. The EOC is located in Room Bernie Beck Lecture Hall, Founder's Hall.
- 2. The Alternate #1 EOC is located in the Go Trailer, Parking Lot A.
- 3. The Alternate #2 EOC is located at the Killeen Police Department, 3304 Community Blvd.

During activation, the EOC is responsible for information collection, coordination, and dissemination, and will prepare and disseminate the following reports based on the number of operational periods which are dependent upon the length of the emergency. Each operational period will contain the following forms:

- 1. Texas A&M University – Central Texas Initial Disaster Report ([Appendix G](#))
- 2. ICS Form 201, the initial emergency report, will be completed for emergency incidents that appear likely to worsen for which additional assistance may be needed, and will be sent to key decision-makers and other jurisdictions, if necessary.

3. ICS-202 will be completed for major emergencies to help the EOC establish priorities in response to that emergency.
4. ICS-203 through 206 and 215 will be completed, as needed, to aid the EOC in the development of an Incident Action Plan.
5. ICS-213 will be completed to track messages throughout the emergency.
6. ICS-214, the log of events, will be completed to track key response activities throughout the emergency, including, but not limited to:
 - a. Activation or deactivation of emergency facilities;
 - b. Emergency notifications to University or outside agencies;
 - c. Significant changes in the emergency situation;
 - d. Major commitments of resources or requests for additional resources;
 - e. Issuance of protective action recommendations to the public;
 - f. Evacuations;
 - g. Casualties; and
 - h. Containments or termination of the incident.

When the EOC is activated, department heads (and other managers, as assigned) will direct the efforts of their departments or organizations from the EOC according to their respective guidelines for emergency operations or standard operating procedures for emergency management. Laptop computers and essential daily operating supplies will be brought to the EOC by each department at the time of activation, or as soon thereafter as possible. See [Appendix D](#), EOC Operations Procedures.

EOC FUNCTIONS

1. Coordinate all activities through the Incident Command Post (ICP) for operating units;
2. Provides support, assistance, and supplies for operating units;
3. Provides a communications base;
4. Obtains local, state, and federal assistance as needed;
5. Provides public information services and coordinates activities with the on-scene Media Relations; and

6. Provides a centralized coordination and communications point and an administrative operational decision center for the university response effort.

EOC STAFFING/RESPONSIBILITIES

1. Director of Emergency Operations Center (EOC)
 - a. Staffed by Vice-President of Finance and Administration;
 - b. Provides oversight for strategic and operational emergency response.
 - c. Advises the President of changing conditions.
 - d. Handles EOC staff issues including ensuring that shift changes occur for ongoing emergencies.
 - e. Coordinates internal and external emergency bulletins with the Public Information Officer.
 - f. Directs activities and resources of the EOC to ensure that all appropriate actions are being taken.
 - g. Authorizes de-activation or reduced operations for EOC and transition to recovery phase.
 - h. Maintains a log of decisions and actions during the emergency.
 - i. Conducts and After Action Review with input from all EOC members assigning all improvement tasks by name with a completion suspense date.
2. Incident Commander
 - a. Staffed by University Police Chief/Director of Public Safety or designee;
 - b. Responsible for the incident.
 - c. Has authority and responsibility over on-scene operation and incident.
 - d. Establishes a command post (Patrol Vehicle #1).
 - e. Coordinates with community, police, fire, emergency management, SWAT, etc. partners to establish a unified command structure and joint EOC as required.
 - f. Determines level of response needed and develops initial organization.
 - g. Develops and implements strategic and tactical decisions.
 - h. Establishes an initial “hot zone,” and inner and outer perimeters to protect responders and members of the university community.
 - i. Determines the immediate threat to human life and structures.
 - j. Determines the need for site evacuation and carrying out evacuations as necessary.
 - k. Liaising with the EOC Director, once EOC is activated.
 - l. Maintains all logs, reports, messages, and any other documents used and received during the emergency.
 - m. Provides documentation to the EOC Director for post event After Action Review.
3. Safety Officer – Command Staff
 - a. Staffed by Safety and Risk Management Officer;
 - b. Assess and monitor hazardous and unsafe conditions.
 - c. Counsel Director on issues of safety.
 - d. Develop measures for assuring the personnel safety.
 - e. Ensure safety at incident site...when requested by Incident Commander.

- f. Ensure safety of response personnel and university personnel during incident.
 - g. Monitor EOC staff to ensure they get proper rest and food.
 - h. Has authority to stop unsafe acts if people are in life-threatening danger.
 - i. Maintains all logs, reports, messages, and any other documents used and received during the emergency.
 - j. Provides documentation to the EOC Director for post event After Action Review.
4. Liaison Officer – Command Staff
- a. Staffed by Executive Assistant to the University President;
 - b. Maintain communications and serve as the central point of contact for personnel from assisting or cooperating agencies, such as the local fire department, police or sheriff, American Red Cross or other outside agencies, and city and state officials as needed.
 - c. Aid EOC Director and Public Information Officer as requested.
 - d. Maintains all logs, reports, messages, and any other documents used and received during the emergency.
 - e. Provides documentation to the EOC Director for post event After Action Review.
5. Public Information Officer – Command Staff
- a. Staffed by Vice President of Research and Economic Development;
 - b. Media contact and coordination.
 - c. Central point for dissemination of public information statements and releases to the media and campus population.
 - d. Rumor control and correction of misinformation by monitoring news, radio, social media.
 - e. Maintains all logs, reports, messages, and any other documents used and received during the emergency.
 - f. Provides documentation to the EOC Director for post event After Action Review.
6. Operations Chief Facilities
- a. Staffed by Director of Facilities (SSC);
 - b. Coordinates emergency repair and restoration operations for all campus utilities and emergency support facilities for restoring buildings to functional use.
 - c. Checks all utilities for safety and operational status.
 - d. Coordinates with outside public utilities as needed.
 - e. Coordinates provision of emergency power and support for all field operations and the EOC.
 - f. Coordinates financial resources for response and recovery operations.
 - g. Performs damage assessment.
 - h. Coordinates debris removal, and repair work.
 - i. Assists with evacuations efforts and other activities as requested.
 - j. Maintains all logs, reports, messages, and any other documents used and received during the emergency.
 - k. Provides documentation to the EOC Director for post event After Action Review.

7. Operations Chief Academics
 - a. Staffed by Provost / Vice-President for Student and Academic Affairs;
 - b. Keeps faculty informed.

Assigns faculty members to tasks as required.
Counsels EOC Director on faculty/student issues.
Determines how to best continue classes after incident is under control, and works with the Logistics and Human Resources Section by providing information on resources (equipment, supplies and personnel) required for the continuation of academic operations.
Maintains all logs, reports, messages, and any other documents used and received during the emergency.
Provides documentation to the EOC Director for post event After Action Review.
8. Deputy Chief Student Affairs
 - a. Staffed by Dean of Student Affairs;
 - b. Serves as liaison with student affairs staff.
 - c. Coordinate evacuation and/or relocation of students.
 - d. Plan and coordinate aid to students with special needs.
 - e. Establish an emergency telephone information center as required.
 - f. Responsible for care and shelter as required.
 - g. Maintains all logs, reports, messages, and any other documents you used and received during the emergency.
 - h. Provides documentation to the Operations Chief Academics for post event After Action Review.
9. Deputy Chief Records
 - a. Staffed by Executive Director of Enrollment Management;
 - b. Assesses damage to vital physical student and financial aid records, and ensures restoration and/or reconstruction of records if possible, engaging third-party services if required.
 - c. Develops alternate strategies as needed.
 - d. Brings in additional personnel as needed.
 - e. Maintains all logs, reports, messages, and any other documents you used and received during the emergency.
 - f. Provides documentation to the EOC Director for post event After Action Review.
10. Operations Chief Information Technology
 - a. Staffed by Chief Information Officer/Director of Information Technology;
 - b. Initiate the Information Technology Disaster Recovery Plan as appropriate.
 - c. Maintains the central data, telephone, and computing infrastructure.
 - d. Assesses operational status of campus data and computing services.
 - e. Ensures support to emergency data network and computing application services.
 - f. Directs restoration of central computing and networking infrastructure and services, arranging for emergency repairs.
 - g. Leads the provision of technical support for campus telephone and communication systems used in the emergency response.

- h. Directs restoration of communication services on campus, arranging for emergency repairs.
- i. Establishes alternate means of communication when necessary, and provides communication capabilities to support EOC operations.
- j. Assesses the need for and initiates appropriate actions (e.g. ensure availability of enterprise services such as internet access, email, voice communications, student service technology, and supporting technology).
- k. Ensures that the University's "external" and central "internal" website is operational and updated as necessary (i.e. with key messages provided by the PIO), and available to be used as a primary communication medium during and after the emergency.
- l. Maintains all logs, reports, messages, and any other documents you used and received during the emergency.
- m. Provides documentation to the EOC Director for post event After Action Review.

11. Deputy Chief Human Resources

- a. Staffed by Director of Employee Services;
- b. Provides service and support to meet incident needs.
- c. Provides for procurement of emergency hires until the emergency phase ends.
- d. Assesses damage to vital paper personnel records, and ensures restoration and/or reconstruction of records if possible, engaging third-party services if required.
- e. Coordinates with Finance and Administration on record keeping and funding authorizations.
- f. Maintains all documentation of purchases, services procured, staff hours utilized for emergency work, emergency staff hiring, etc. for FEMA documentation.
- g. Brings in additional personnel as needed.
- h. Maintains all logs, reports, messages, and any other documents used and received during the emergency.
- i. Provides documentation to the Operations Section Chief Finance
- j. Administration for post event After Action Review.

12. Operations Chief Planning

- a. Staffed by Safety & Risk Management Officer;
- b. Collects, evaluates, and analyzes all event information.
- c. Provides and distributes accurate, updated status incident reports to EOC.
- d. Maintains status of resources.
- e. Receives and maintains updated status from EOC staff regarding all field operations, damage assessment information, numbers of people injured, sheltered, and evacuated.
- f. Maintains updated information about external events, including weather information that may affect field operations.
- g. Posts all incident information on maps and status boards for situation status in the EOC.
- h. Identifies inaccuracies and inconsistencies in reports and clarifies miscommunications.
- i. Prepares incident action plans.
- j. Develops alternate strategies as needed.

- k. Brings in additional personnel as needed.
 - l. Maintains all logs, reports, messages, and any other documents you used and received during the emergency.
 - m. Provides documentation to the EOC Director for post event After Action Review.
13. Operations Chief Finance & Administration
- a. Staffed by Controller / Director of Accounting;
 - b. Keeps time and expenses related to University personnel during incident;
 - d. Performs cost analysis as requested; and
 - e. Manages and compensates for injuries or damages to property.
14. Deputy Chief Logistics
- a. Staffed for the Procurement, Inventory, and HUB Coordinator;
 - b. Provides service and support to meet incident needs.
 - c. Provides for procurement, delivery, set-up and management of food service, equipment, supplies, and transportation services while the EOC is open until the emergency phase ends.
 - d. Manages the emergency contract and purchase order system.
 - e. Coordinates with Finance and Administration on record keeping and funding authorizations.
 - f. Maintains all documentation of purchases, services procured, staff hours utilized for emergency work, etc. for FEMA documentation.
 - g. Maintains all logs, reports, messages, and any other documents used and received during the emergency.
 - h. Provides documentation to the EOC Director for post event After Action Review.
15. Police Officers furnish equipment and assist authorities to cordon and maintain security in the affected area and maintain crowd control.
16. City of Killeen Emergency Management Coordinator (as requested), may be headquartered at the Killeen EOC, will assist the A&M-Central Texas EOC in acquiring local resources, and those which may be required from state and federal agencies.
17. Administrative Staff provides support during EOC operations.

EOC ACTIVATION

The EOC will be activated using the 911 Shield Application. It is critical that all EOC members maintain up-to-date information in the 911 Shield Application. Upon notification of EOC activation, members will report to the appropriate EOC as determined by the Vice President for Finance and Administration. The EOC shall activate when:

- 1. The President, Vice President of Finance and Administration, or their designee elect to activate the entire EOC or only those elements deemed necessary for response and recovery.

2. A member of the Emergency Management Response Team deems it necessary.
3. The Killeen EOC is activated in response to an on-campus incident.
4. The Incident Commander requires its activation.

The EOC will have as its primary responsibility to provide support to the Incident Commander and maintain constant contact with the Incident Command Post and Unit Control Centers.

The priority of work in activating the EOC is as follows:

1. Establish communications with university department in accordance with [Appendix E](#), EOC Activation Checklist.
2. Establish communications with the Incident Command Post and provide resources as requested.
3. Establish radio and/or telephone communications with the City of Killeen Emergency Management Coordinator (254-501-7706), KISD Police 254-383-0790 (as applicable). Notify R.A.C.E.S and request assistance with communications support 254-845-6385/696-9494 if required.
4. Establish internal telephone communications.
5. Notify DPS Killeen of current status and submit an Initial Disaster Report to the DPS in Killeen and the Division of Emergency Management (DEM) in Austin (Fax: 512-424-2444/7160) if required. See [Appendix F](#), A&M-Central Texas Initial Disaster Report for report format.
6. Establish computer network links if possible.
7. Set up maps, charts, and aerial photos as required.
8. Alert the Public Information Officer or designee to establish a media center/press room, and notify news media through official news releases as necessary.
9. Perform other duties as required by the situation.

D. UNIT CONTROL CENTERS (UCC)

Unit Control Centers (UCC) support operations, provide a focal point within an organization to monitor unit resources and response capability and coordinate their activities during disasters. UCC will assemble and dispatch resources to support this plan. Unit Control Centers will maintain detailed logs of their activities. UCC may include:

1. University Police;
2. Telecommunications/Information Technology;
3. Human Resources;
4. Finance and Administration;
5. Student Affairs; and
6. Public Information Officer.

The University will use its own resources to respond to emergency situations, purchasing supplies and equipment, if necessary, and request assistance if our resources are insufficient or inappropriate. If additional resources are required, it will be coordinated through the City of Killeen and/or the Bell County Emergency Management Coordinator, or The Texas A&M University System.

E. INCIDENT COMMAND POST (ICP)

The ICP conducts all operations using the Incident/Unified Command System (ICS). Command is usually established prior to activation of the EOC. The Incident Command Post provides the initial securing of the perimeter of the area, coordinates the actions of the operating units, and remains operational during the field actions (rescue, response, recovery, etc.) phases, as required. The universities ICP is UPD Patrol Vehicle #1.

1. Incident Commander:
 - a. The Incident Commander is responsible for and commands all activities/functions at the scene.
 - i. The A&M-Central Texas Chief of Police will serve as Incident Commander. If necessary Killeen Fire or Police may take control upon arrival on scene.
 - ii. The Fire Department initially controls all fire emergencies except those specifically assigned to police departments.
 - iii. The Police Department controls all civil disturbances, bomb incidents, and terrorist activity operations.
 - b. The Incident Commander (IC) determines the location of the ICP, determines the need for EOC activation if not already activated, which streets are to be cleared, access routes to and from the site, and any specific transportation issues (such as helicopter landing zones, EMS locations, morgue location, etc., as appropriate). The Incident Commander also determines security boundaries, notifies Public Safety Dispatch of needs, including personnel recall from other departments as required, establishes the ICP, provides a situation assessment to University Officials, identify response resources required, and direct on-scene response from the ICP. An Initial Incident/Disaster Report should be initiated at this time.
 - c. The Incident Commander, through Incident/Unified Command System, coordinates the actions of Fire, Police, and all other units responding to the scene.
 - d. The Incident Commander performs other duties as required by the situation.

2. Police/Security will:

- a. Provide assistance in barricading and/or fencing to cordon the area.
- b. Provide resource and logistical support for public safety operations.
- c. Assist with evacuation efforts.
- d. Support search and rescue operations, and coordinate with other operating units through the Police, Fire, and Incident Commanders.
- e. Perform other duties as required by the situation.

F. TRACKING OF RESOURCES AND EXPENDITURES

Emergency operations may require significant resources. Tracking those resources is vital for several reasons:

1. Knowing what resources are on hand and available.
2. Anticipating what will be needed.
3. Tracking resources and returning resources at the conclusion of the operation.
4. Tracking costs as necessary for reimbursements

The Operations Chief Finance / Administration will assign a **project number** for the incident response effort, and will disseminate the project number for use by all participating departments. This project number will be utilized in conjunction with the applicable accounting code to document all response and recovery costs associated with any disaster or emergency that requires a substantial response effort. All receipts and documentation related to any and all expenses incurred with regards to the incident will be submitted to the Finance / Administration Section Chief who will prepare final incident accounting close-out.

FEMA reimbursable expenditures should be tracked using FEMA forms, which can be found via the FEMA website at <http://www.fema.gov>, and in the A&M-Central Texas Syncplicity Virtual EOC. The Finance / Administration Section Chief shall be responsible for preparing and submitting the FEMA packet for reimbursable expenses.

G. POST-INCIDENT AND EXERCISE REVIEW

The EOC Director is responsible for organizing and conducting an After Action Review within thirty days, if possible, following the conclusion of a significant emergency event, incident, or exercise. The After Action Report will entail both verbal and written input from all appropriate participants, and an improvement plan will be developed based on the deficiencies identified. The development plan will, at a minimum, identify the individual, department, or agency responsible for correcting the deficiency, and the timeframe established for the correction.

APPENDIX A

EMERGENCY COMMUNICATIONS

At the onset of an emergency, news is likely to spread quickly. Nevertheless, a formal plan must be in place and supporting protocols must be followed to ensure that all necessary notifications are reliably made. EOC activation is accomplished using the 911 Shield Application.

The primary A&M-Central Texas communication hub is the Public Information Officer, although the A&M-Central Texas Police Department may receive the initial notification of an emergency situation. The Public Information Officer and the A&M-Central Police Department will ensure that any notification of an emergency is shared.

The Public Information Officer and or A&M-Central Texas Police Department personnel shall be responsible for contacting the appropriate Incident Commander, i.e., the Vice President for Finance and Administration, Provost and Vice President for Student and Academic Affairs, Director of Human Resources, or the designated alternate. The Incident Commander shall contact appropriate members of the administration, and instruct the Public Information Officer to contact university staff per the guidelines in [Appendix C](#) if required. The Public Information Officer shall implement standard internal emergency contact procedures.

If warranted, the Incident Commander may call an emergency meeting of the Emergency Management Team.

The Public Information Officer is responsible for all media communications by the university. The University President, EOC Director, and Incident Commander shall work in conjunction with the Public Information Officer or designee for all external communication.

An After Action Review (AAR) with individuals involved in the emergency will be held at a location designated by the Incident Commander, and conducted within one week after the emergency is resolved, if feasible.

The Incident Commander shall provide a report to the Emergency Management Director. The Emergency Management Director shall submit a report to the President within thirty days of the emergency. If appropriate, the Emergency Management Team may meet to evaluate the effectiveness of procedures and suggest revisions to the 'Plan'.

Communications Equipment

Telephones are the primary means of communication for making necessary contacts. Radios, cell phones, other digital devices and email may be used as alternate means if advantageous.

APPENDIX B

RECOMMENDED NOTIFICATION GUIDELINES

Nature of	Call Immediately	Secondary Calls	Follow-up/Records
Suicide/Death Attempted Suicide or Homicide	<ul style="list-style-type: none"> • EMS/Police • Provost & VP for Academic and Student Affairs • Director of Student Affairs or Director of Human Resources • VP for Finance & Administration • Contact Henry Judah, Associate Director of System Risk Management (will contact Chancellor on our behalf, if requested) 	<ul style="list-style-type: none"> • Assoc. VP for Academic and Student Affairs • Counseling Center • Family • Roommates • Friends 	<ul style="list-style-type: none"> • Faculty Notice • Registrar Notice • Document Actions
Life Threatening Injury or Illness	<ul style="list-style-type: none"> • EMS/Police • Provost & VP for Academic and Student Affairs • Director of Student Affairs or Director of Human Resources • VP for Finance & Administration • Contact Henry Judah, Associate Director of System Risk Management (will contact Chancellor on our behalf, if requested) 	<ul style="list-style-type: none"> • Assoc. VP for Academic and Student Affairs • Counseling Center • Family • Roommates • Friends 	<ul style="list-style-type: none"> • Faculty Notice • Document Actions
Aggravated Assault Aggravated Robbery Sexual Assault	<ul style="list-style-type: none"> • EMS/Police • Provost & VP for Academic and Student Affairs • Director of Student Affairs or Director of Human Resources • VP for Finance & Administration • Contact Henry Judah, Associate Director of System Risk Management (will contact Chancellor on our behalf, if requested) 	<ul style="list-style-type: none"> • Assoc. VP for Academic and Student Affairs • Counseling Center <p>If Applicable: Rape Crisis Center</p>	<ul style="list-style-type: none"> • Faculty Notice (if appropriate) • Document Actions
Mental Health Crisis	<ul style="list-style-type: none"> • EMS/Police • Provost & VP for Academic and Student Affairs • Counseling Center • Director of Student Affairs or Director of Human Resources • VP for Finance & Administration 	<ul style="list-style-type: none"> • Assoc. VP for Academic and Student Affairs • Family (if applicable) 	<ul style="list-style-type: none"> • Faculty Notice (if appropriate) • Document Actions
Active Shooter	<ul style="list-style-type: none"> • EMS/Police • CMRT • VP for Finance & Administration • Provost & VP for Academic and Student Affairs 	<ul style="list-style-type: none"> • Counseling Center • Assoc. VP for Academic and Student Affairs 	<ul style="list-style-type: none"> • Registrar Notice • Document Actions

	<ul style="list-style-type: none"> • Director of Human Resources • Director of Students Affairs • Contact Henry Judah, Associate Director of System Risk Management (will contact Chancellor on our behalf, if requested) 		
Health Crisis Infectious Disease	<ul style="list-style-type: none"> • Provost & VP for Academic and Student Affairs • VP for Finance & Administration • Director of Students Affairs • Director of Human Resources • Contact Henry Judah, Associate Director of System Risk Management (will contact Chancellor on our behalf, if requested) 	<ul style="list-style-type: none"> • Assoc. VP for Academic and Student Affairs • TX Dept. of Health • Roommates • Family 	<ul style="list-style-type: none"> • Document Actions
Drug/Alcohol Overdose	<ul style="list-style-type: none"> • EMS/Police • Provost & VP for Academic and Student Affairs • VP for Finance & Administration • Director of Student Affairs or Director of Human Resources • Contact Henry Judah, Associate Director of System Risk Management (will contact Chancellor on our behalf, if requested) 	<ul style="list-style-type: none"> • Assoc. VP for Academic and Student Affairs • Counseling Center • Roommates • Family 	<ul style="list-style-type: none"> • Faculty Notice (if appropriate) • Document Actions
Campus Disturbance/Riot Terrorist Threat	<ul style="list-style-type: none"> • EMS/Police • Provost & VP for Academic and Student Affairs • VP for Finance & Administration • Director of Student Affairs • Contact Henry Judah, Associate Director of System Risk Management (will contact Chancellor on our behalf, if requested) 	<ul style="list-style-type: none"> • Assoc. VP for Academic and Student Affairs 	<ul style="list-style-type: none"> • Document Actions
Hazardous Materials Chemical Spills	<ul style="list-style-type: none"> • EMS/Police • Provost & VP for Academic & Student Affairs • VP for Finance and Administration • Director of Facilities & Environmental Services • Director of Student Affairs • Contact Henry Judah, Associate Director of System Risk Management (will contact Chancellor on our behalf, if requested) (DEPENDENT UPON SIZE AND NATURE OF SPILL) 	<ul style="list-style-type: none"> • Assoc. VP for Academic & Student Affairs 	<ul style="list-style-type: none"> • Document Actions

Natural Disasters	<ul style="list-style-type: none"> • EMS/Police • Provost & VP for Academic & Student Affairs • VP for Finance and Administration • Director of Student Affairs • Contact Henry Judah, Associate Director of System Risk Management (will contact Chancellor on our behalf, if requested) 	<ul style="list-style-type: none"> • Assoc. VP for Academic & Student Affairs 	<ul style="list-style-type: none"> • Document Actions
Fire or Explosion with Injuries and/or Significant Damage	<ul style="list-style-type: none"> • EMS/Police • Provost & VP for Academic & Student Affairs • VP for Finance and Administration • Director of Student Affairs • Contact Henry Judah, Associate Director of System Risk Management (will contact Chancellor on our behalf, if requested) 	<ul style="list-style-type: none"> • Assoc. VP for Academic & Student Affairs 	<ul style="list-style-type: none"> • Document Actions
*Police Chief or designee will contact the appropriate Emergency Services as necessary.			

APPENDIX C

EMERGENCY MANAGEMENT TEAM

Position	Director of the Emergency Operations Center (EOC)
VP for Finance & Administration	1. Dr. Cynthia Carter
	2. Mr. Todd Lutz
	3. Chief Charlie Rodriguez
Position	Incident Commander
Chief of Police	1. Chief Charlie Rodriguez
	2. SGT Blas Sotelo
	3. CPL Andrew Flores
Position	Safety Officer
Safety & Risk Management Officer	1. Mr. Shawn Kelley
	2. Dr. Cynthia Carter
	3. Mr. Omar Villafane
Position	Liaison Officer
Vice President for Research and Economic Development	1. Dr. Russell Porter
	2. Ms. Vicky Ferguson
	3. Dr. Cynthia Carter
Position	Public Information Officer
Executive Assistant to the President	1. Ms. Vicky Ferguson
	2. Dr. Russell Porter
	3. Chief Charlie Rodriguez
Position	Operations Chief: Student Affairs
Dean of Student Affairs	1. Dr. Brandon Griggs
	2. Mr. Paul York
	3. Dr. Shailen Singh
Position	Operations Chief: Academics
Provost and VP Academic & Student Affairs	1. Dr. Peg Gray-Vickrey
	2. Dr. Jeffrey Kirk
	3. Dr. Richard Schilke
	Deputy Chief: Student Affairs
	Dean of Student Affairs
	1. Dr. Brandon Griggs
	2. Mr. Paul York
	3. Dr. Shailen Singh
	Deputy Chief: Records
	1. Mr. Clifton Jones
	1. Ms. Hannah McDonald
	2. Mr. Paul Turcotte
Position	Operations Chief: Facilities Manager
Director of Facilities	1. Mr. Omar Villafane
	2. Mr. Martin Schober
	3. Mr. Steven Ellis
Position	Operations Chief: Information Technology
Chief Information Officer	3. Mr. Todd Lutz
	4. Ms. Courtney Dobbs
	5. Mr. Juan Maldonado

Position	Operations Chief: Records
Executive Director of Enrollment Management	1. Mr. Clifton Jones
	2. Ms. Hannah McDonald
	3. Mr. Paul Turcotte
Position	Operations Chief: Finance & Administration
Director of Business Affairs & Controller	1. Ms. Susan Bowden
	2. Ms. Arnetta Brown
	3. Ms. Danielle Clouden
Position	Deputy Chief: Human Resources
Director of Human Resources	1. Ms. Tina Flores-Nevarez
	2. Ms. Tara Hunter
	3. Ms. Debbie Morrison
Position	Deputy Chief: Logistics
Procurement & Inventory Coordinator	1. Mr. Johnathan Fuselier
	2. Ms. Rachelle Miller
	3. Ms. Demeka Randolph

ADDITIONAL KEY CONTACTS

University Police	Main Campus: 254-501-5800/254-501-5803
	Parking Services: 254-501-5802
Killeen Emergency Management Coordinator	Office: 254-501-7706
Bell County Emergency Management	254-933-5587
Texas A&M Forest Service (A&M-Central Texas Campus)	254-220-5138
Killeen ISD Police Department	254-290-0070
	254-501-2815
Department of Public Safety Criminal Intelligence	254-634-1919
	254-501-8796
Bell County Sheriff's Department	254-933-5400
Killeen Fire Department	254-501-7660
Metroplex Hospital	254-526-7523
Poison Control Center	800-222-1222
American Red Cross	877-272-7337

APPENDIX D

AGREEMENTS AND CONTRACTS

Killeen Police Department for Law Enforcement Assistance – KPD will assist TAMUCT Police Department in emergency situations. KPD can request additional resources, if needed; by relying upon their own department or agreements the department has in place with other agencies such as Fort Hood, to assist us through these emergencies, i.e. bomb threats.

Bell County Sheriff's Office for Law Enforcement Assistance – BCSO is a secondary responder who will aid if Killeen Police Department unavailable, and provide resources during response.

APPENDIX E

EMERGENCY OPERATIONS CENTER: OPERATING PROCEDURES

1. All personnel reporting shall come equipped for the long term, to the maximum predictable and practical extent, bringing with them all essential support personnel, equipment, and materials as may be required for the conduct of their duties. Cell phones and chargers are particularly useful in most situations.
2. Each person staffing a position in the EOC shall utilize some reasonable method for continuously recording incoming and outgoing messages, requests for assistance, responses to requests, anticipated requirements, and the entire spectrum of information and communication flow that typically takes place in an emergency situation. Documentation is essential! Message forms are available in each Operations Chief and Command Staff Forms folder in the Syncplicity Virtual EOC and must be utilized regularly and without exception. Paper tablets, such as steno pads, are a good method of keeping track of events. All entries should have a time of occurrence entry, with attention given to date changes if the event runs long term. Event tracking and documentation software programs, if available and operational, will be the primary method of recording actions or events, which take place, with message forms and notes utilized as backup and secondary means.
3. The EOC log record keeper must be kept informed of all information and communications so that the official log will accurately reflect the disaster sequence of events. Proper utilization of message forms, and other information dissemination forms, will greatly aid in the preparation of this log. Information flow to this position is essential.
4. EOC personnel will normally staff their assigned positions with the associated phone number assigned to that position at their disposal. The use of these lines for incoming calls, and the use of a cell phone for outgoing calls are recommended, if practical.
5. All positions in the EOC are essential, and must remain staffed at levels specifically indicated in this document throughout the emergency, unless the person in charge of the operation expressly stands down the position. Any such deactivation should be an EOC log entry, to document the matter. Furthermore, no one will leave or be dismissed from their duties within the EOC without the approval of the EOC Director or his/her designee. The Director may have current knowledge that he/she has not yet had time to share with the group making these functions critical to the ongoing function of the EOC and the management of the emergency.
6. As it is likely that an emergency situation will require turnover in EOC personnel, each position should maintain a record of information as to what has taken place to date, what is in progress, and what is anticipated. This information shall be used in briefing any newly arriving person regarding the specifics of the situation, and will create a smooth transition from one person to another. The EOC log entries, any individualized record keeping method, message duplicates, and so on, may serve to satisfy this purpose. In no case should a person vacate or turn over responsibility for their position, until they are certain that the new arrival has been briefed on the requirements of the position.

7. The EOC Director or designee should routinely conduct situational updates. These briefings need not be lengthy, regularly scheduled, or overly complex. The intent is to keep everyone involved informed as to the current and projected situations, and to ensure that each person is aware of what the others are doing.
8. A status sheet or listing on a board shall be maintained informing EOC personnel of the current senior elected and appointed officials present in the facility.
9. Message handling methods and procedures must be promulgated and rigidly adhered to by every participant. Except when otherwise stipulated, message forms will be thoroughly completed by any participant, and properly routed using ICS Form 213 General Message. Each person involved with messages, either as writer or recipient, should ensure that any completed messages are “filed” in a chronological sequence. Any necessary responses will be accomplished by an additional completed message form, properly routed, and filed as stated.

APPENDIX F

EMERGENCY OPERATIONS CENTER ACTIVATION CHECKLIST

	YES	NO
1. Has 911 Dispatch been notified (if necessary)?	_____	_____
2. Have all key staff members been notified?	_____	_____
3. Has the Incident Commander been notified?	_____	_____
4. Has A&M System Risk Management been notified?	_____	_____
5. Has the A&M System Chancellor been notified?	_____	_____
6. Has the Bell County EMC been notified (if necessary)?	_____	_____
7. Has the Department of Public Safety in Killeen been notified (if necessary)?	_____	_____
8. Has the Regional Liaison Officer (RLO) been notified?	_____	_____
9. Has the Initial Disaster Report (Appendix F) been submitted?	_____	_____
10. Are radios operational?	_____	_____
11. Are the phones operational?	_____	_____
12. Has a project number been assigned and announced?	_____	_____
13. Has a planning team been appointed and begun operations?	_____	_____
14. Has an EOC duty log been started and organizational chart displayed?	_____	_____
15. Does an emergency declaration need to be made?	_____	_____
16. Is an evacuation required and has an order been issued?	_____	_____
17. Has the Red Cross been notified? The Salvation Army?	_____	_____
18. Do any shelters need to be opened? Status of shelters.	_____	_____
19. Has an assessment of situation, resources, and options been conducted?	_____	_____
20. Are the status charts up-to-date?	_____	_____
21. Has a Disaster Situation Outline/Situation report form been faxed to DEM in the State EOC, as well as to the RLO and the DPS in Killeen (if necessary)?	_____	_____
22. Has a media center, pressroom, or information center been established?	_____	_____
23. Has an initial press release been initiated?	_____	_____
24. Have any requests for outside assistance been made?	_____	_____
25. Have provisions been made for 24-hour operation of the EOC?	_____	_____

APPENDIX G

TEXAS A&M UNIVERSITY – CENTRAL TEXAS: INITIAL DISASTER REPORT

1. Date and Time (24-hour clock): _____
2. What happened: _____

3. When: _____
4. Where: _____

5. Extent of damage or loss, best information available: _____

6. Best estimate of injured, homeless, and fatalities: _____

7. Type and extent of assistance required, if known: _____

8. Additional pertinent remarks: _____

9. Name of official making report: _____
Title: _____ Location: _____
Phone(s): _____ Fax: _____
Pager: _____ Email (if available): _____
10. Name of contact's name (if different): _____
Title: _____ Location: _____
Phone(s): _____ Fax: _____
Pager: _____ Email (if available): _____

APPENDIX H

WEATHER EMERGENCIES

In the event that weather or other conditions are such that normal campus operations could be impeded, the President and/or their designee is responsible for determining whether classes will be cancelled and/or the campus will be closed. Should this decision occur during normal working hours, the decision will be announced through regular administrative channels in addition to various media outlets. Should the decision be made at night, such information will be provided to the local broadcast media by the Department Marketing normally no later than 6:45 a.m. Inclement weather announcements will be broadcast via UNILERT, radio, television, social media, and posted on the A&M-Central Texas website.

Each employee and student should use common sense and good judgment about driving to and from the campus when traveling conditions are hazardous.

Procedures

1. The authorized news media outlets will announce approved campus closings. Faculty, staff, and students should assume normal operation of the campus if media outlets make no announcements of campus closings and/or a UNILERT notification has not been received.
2. If a decision is made to close the university, certain critical areas, as determined by an appropriate administrative officer, may be required to continue operations.
3. A&M-Central Texas Police Department shall implement any sheltering or evacuation procedures if required. All faculty and staff are to adhere to the instructions provided by police personnel and/or CRMT members.
4. A list of radio and television stations will be provided each fall.

Media Outlets

- Clear Channel radio stations
- KWTX (CBS affiliate) 254-699-4420
- KCEN (NBC affiliate) 254-859-5481
- KXXV (ABC affiliate) 254-754-2525
- KWKT (Fox affiliate) 254-776-3844
- Spectrum Cable 254-847-2389

APPENDIX I

TOXIC CHEMICAL SPILL OR RELEASE

1. Whenever toxic solids, liquids or vapors are unintentionally released on A&M-Central Texas property, every effort shall be made to protect students, employees, visitors, and members of participating response units and agencies assisting at the incident.
2. Each department or unit that works with chemicals will employ its own containment/spill procedures in the event of a small unintentional release of less than one (1) liter and not extremely toxic. At the onset of a small release, the department will notify the Vice President of Finance and administration of the chemical type and approximate quantity.
3. If the release cannot be abated with on-site containment procedures, laboratory personnel will notify the Vice President of Finance and Administration of chemical type, approximate quantity and need for additional assistance. In the event any release occurs after hours, the university campus will be notified with the appropriate information via UNILERT, e-mail, social media, and local media outlets (as applicable).
4. The Vice President of Finance and Administration or designee will call 911 and Killeen Police Department as applicable. Emergency response personnel will determine the first responder.
5. The first responder will determine if the HVAC equipment will be shut down to prevent the migration of any airborne contaminants.
6. The first responder will document conditions and activities as indicated in their emergency response plans. Texas A&M-Central Texas's Vice President for Finance and Administration or designee shall document the conditions and activities. The first responder's report shall be attached to the A&M-Central Texas report as supplemental documentation.
7. The Vice President for Finance and Administration will make the appropriate notifications to other team members and other administration personnel as necessitated by the situation.

APPENDIX J

FIRE OR SMOKE

All fire/smoke conditions will be reported by dialing 911 and notifying A&M-Central Texas Police.

3. A&M-Central Texas Police will:
 1. Notify the Safety and Risk Management Officer.
 2. Secure the fire area and provide crowd control.
 3. Assist the police department and Killeen Fire Department in establishing an Incident Command Post, as necessary.

Safety and Risk Management Officer will:

1. Assist the police department and/or Killeen Fire Department in gathering information to assess the probable cause, extent of property damage, and the number and extent of injuries and/or casualties.
2. Assist maintenance personnel with building information, building access, and building utilities control.
3. Main Campus –Monitor the fire panel and be dispatched to the scene.

A report of the incident will be supplied according to established internal reporting procedures.

APPENDIX K

UTILITY ISSUES

The disruption or loss of electricity, telephone, potable water, HVAC, sanitary disposal or other building utility may severely affect university operations.

Director of Facilities:

1. Receives direct notification of building utility loss.
2. Will notify third party service provider. If necessary, 911 Shied will be utilized to notify of cancellation or closure of campus.
3. May request police or appropriate police/security personnel to respond to the scene to secure the perimeter of the affected area.

Upon arrival at the scene, the university police may establish an Incident Command Post, if necessary.

After Hours Response

1. Main Campus - University Police Department will notify the Director of Facilities to respond to the campus to determine the extent of utility loss that has occurred. The on-call personnel will determine if additional personnel shall be notified. If so, Director of Facilities Management will notify the Vice President for Finance and Administration and other response personnel as necessary.
2. A report of the incident will be supplied according to established reporting procedures.

APPENDIX L

BOMB THREAT OR EXPLOSIVE DEVICE

1. Because of the seriousness of the situation and the possibility of severe physical injury to the parties concerned, initial precaution must be taken in the case of a bomb threat or presence of explosive devices. If an employee or student suspects an object to be an explosive, he/she shall **in no way handle, touch, or move the object.**
2. The building or grounds where the bomb threat is expected, or where a suspicious object is found, will be evacuated immediately using the 911 Shield Application.
3. All bomb threats and suspected explosive devices will be reported to the A&M-Central Texas Police and the Vice President of Finance and Administration.
4. A&M-Central Texas Police Department or the Vice President for Finance and Administration will notify the 911 dispatcher, providing all available information, including a description of the object, an exact location, and the name of the person reporting the suspected explosive device. Do not take photos with a cellular telephone as the signal could cause detonation.
5. Radio and cellular telephone communication will not be used in the vicinity of any suspected explosive device.
6. A&M-Central Texas Police Department will ensure the suspected bomb location is secured. A 911 Shield notification and or a Fire Alarm handle will be pulled to initiate building evacuation.
7. A&M-Central Texas Police Department will establish a command post to provide support and assistance to the respective police department, Texas Department of Public Safety or appropriate Federal Agency.
8. All employees, when notified of a bomb threat, will make an observation of their work area as they exit the building and notify police/security personnel of any unusual or suspicious items (e.g., bags, pipes, unfamiliar packages).
9. Building occupants shall assemble at areas designated and/or appropriate based on location and in accordance with building evacuation procedures.
10. Individuals shall not return inside a building until authorized to do so by authorities.
11. A report of the incident will be supplied according to established reporting procedures.

APPENDIX M

BUILDING EVACUATION

1. A&M-Central Texas Police Department, upon receipt of information concerning a possible serious interruption of university operations, will immediately notify the Vice President for Finance and Administration.
2. A&M-Central Texas Police Department, after analyzing the situation, may establish an Incident Command Post.
3. Formal order to evacuate will be given by one of the following:
 - a. President
 - b. Vice President(s)
 - c. A&M-Central Texas Police Department
 - d. Division Director(s)
4. Authorized employees will order immediate evacuation IF DANGER IS IMMINENT.
5. Evacuation notification will be initiated using the 911 Shield Application.
6. Nothing within this instruction shall be construed to interfere with individual building or unit evacuation procedures.
7. A report of the incident will be supplied according to established reporting procedures.

APPENDIX N

DEMONSTRATION/CIVIL DISTURBANCE

1. In the event that riots, looting, political violence and/or similar civil disturbance should occur, Texas A&M-Central Texas has capabilities which, if used promptly, can minimize loss and damage to its resources resulting from such disturbances.
2. In the event of civil disturbance, the A&M-Central Texas Police Chief, with the guidance of the University President and Vice President's will make the determination to request assistance, and call 911 for emergency assistance.
3. Upon arrival at the scene, an Incident Command Post (ICP) may be established depending on the seriousness of the circumstances.
4. A report of the incident will be supplied according to established internal reporting procedures.

APPENDIX O

AIRBORNE OR FOODBORNE ILLNESS

1. Upon receipt of information concerning a possible airborne or food-borne illness, the University Police, Division Director, or other senior administrator will notify the Safety and Risk Management Officer.
2. The Safety and Risk Management Officer designates personnel to cordon off designated area, and contact appropriate medical personnel for assistance. Immediate documentation of activities leading to the incident should be completed and reported to appropriate authorities.
3. Affected individuals will be transported to local hospitals as determined appropriate by EMS personnel.
4. A report of the incident will be supplied according to established reporting procedures.
5. The Office of Human Resource will determine if Critical Incident Stress Debriefings are needed. If that is determined, the Employee Assistance Program (Deer Oaks) will be contacted to provide on-site assistance based on the incident.

APPENDIX P

INJURY OR DEATH OF A STUDENT OR EMPLOYEE

1. Upon the serious injury or death of a student or employee, the primary responding unit will notify the appropriate Incident Commander.
2. The Incident Commander will implement procedures as required.
3. The Emergency Management Team may be assembled, if needed. Chain of command contacts will be implemented and accomplished by the Incident Commander.
4. A report of the incident will be supplied according to established reporting procedures.

APPENDIX Q

EVACUATION OF PERSONS WITH DISABILITIES

The responsibilities listed below are important to follow:

RESPONSIBLE PARTY	EMERGENCY SITUATION	NON-EMERGENCY SITUATION
Supervisor(s) (i.e. Division Directors, Faculty, President, Vice Presidents)	Administrative Procedures <ul style="list-style-type: none"> Supervisors must confer with physically impaired employee(s) under their authority. Develop with physically impaired person(s) best method(s) for evacuation. 	Administrative Procedures <ul style="list-style-type: none"> Confer with physically impaired employee(s) under their authority. Develop with physically impaired person(s) best method(s) for evacuation.
Individual(s) at the scene	Administrative Procedures Be prepared to explain how and where person(s) should provide support. Practice instructions beforehand. <ul style="list-style-type: none"> Call 911 Supply 911 district dispatcher with appropriate information. Name and title of caller Building location and address Explain emergency situation Consult with physically impaired person on the use of a stairwell evacuation chair to accomplish evacuation 	Administrative Procedures Be prepared to explain how and where person(s) should provide support. Practice instructions beforehand. <ul style="list-style-type: none"> Call A&M-Central Texas Police Supply A&M Central Texas Police with appropriate information. Name and title of caller Building location and address Explain non-emergency situation

Physically Impaired Person(s)	<ul style="list-style-type: none"> • Seek out persons who would be able to assist in an emergency. • Carry a cell phone, loud whistle, horn or similar device. It may be used to alert people of location if trapped. 	<ul style="list-style-type: none"> • Convey to supervisor or instructor the need for evaluation assistance.
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APPENDIX R

EMERGENCY PROTOCOLS

The following protocols in this appendix are intended to guide faculty, staff, students, and visitors who are not trained emergency responders. In the event of an emergency that affects campus, individuals should use these protocols to protect themselves.

AREA EVACUATION/SHELTER IN PLACE

In some emergency situations, such as flooding or release of hazardous materials, emergency responders may order protective actions for persons who work on campus. Typically, these protective actions are to evacuate to a safer area or to shelter in place. It is possible that some emergency scenarios could result in one of these protective actions being ordered for one part of campus and the other protective action for a different area of campus. When such actions are warranted, you will be appropriately advised by police, fire, safety or university officials via the 911 Shield Application, radio, television, social media, Emergency Alert System, public address systems, loudspeakers, door-to-door notifications, or other appropriate means.

Area Evacuation

An area evacuation is an organized withdrawal from a building or area to reach safe haven.

Upon notification to evacuate, quickly:

- a. Dress appropriately for the weather.
- b. Take only essentials with you (e.g. cell phones, eyeglasses, medications, and identification and cash/checks/credit cards) do not pack personal belongings.
- c. Turn off unnecessary equipment, computers, and appliances.
- d. Close the door as you exit your room or office.
- e. Follow the directions provided for safe routes of evacuation.
- f. Listen to radio, if available, to monitor emergency status.
- g. Do not use your personal vehicle for evacuation unless specifically ordered to do so. If cars are used to evacuate, protect against hazardous materials by keeping windows closed and outside air conditioning systems turned off.

If you need special assistance, contact the A&M-Central Texas Police at 254-501-5805.

Shelter in Place

When emergency conditions do not warrant or allow evacuation, the safest method to protect individuals may be to take shelter inside a campus building and await further instructions.

- a. Move indoors or remain there. Avoid windows and areas with glass.
- b. If available, take a radio or television to the room to track emergency status.
- c. Keep telephone lines free for emergency responders; do not call 911 for information.

- d. If hazardous materials are involved, contact Facilities or A&M-Central Texas Police to turn off all ventilation systems and close all outside air inlets. Select [Shelter-In-Place](#) room(s) which may be easier to seal, and if possible, has a water supply and access to restrooms.
- e. If you smell gas or vapor, hold a wet cloth loosely over your nose and mouth, and breathe through the cloth as normally as possible.

FIRE EMERGENCY

Inside a Building

- a. Activate a fire alarm or pull station.
- b. Call 911 (give dispatcher callers name, building name, address, floor, location, etc.).
- c. Evacuate the building using Building Evacuation procedures.

Outside a Building

- a. Call 911 (give dispatch caller name and address, location of fire, etc.).
- b. Do **NOT** activate the building fire alarm system.

Portable Fire Extinguisher use allowed if:

- a. Properly trained (hands-on training).
- b. Small, contained fire (e.g. wastebasket).
- c. Can extinguish within 15 seconds (evacuate if it takes longer).

BUILDING EVACUATIONS

When the building fire alarms sound:

- a. Immediately evacuate using building emergency plan procedures.
- b. Walk to nearest exit/stairwell (close doors behind you).
- c. Do not use elevators.
- d. Proceed to the designated gathering area outside the building.
- e. Do not re-enter the building until cleared by authorized personnel.
- f. Assist with the evacuation of individuals with special needs.

BOMB THREAT

Telephone Call - immediately after the call is terminated, obtain a dial tone and contact University Police at 254-501-505.

Suspicious Item

If you locate a suspicious-looking item, do not handle the item. Clear the area of personnel and call University Police.

- a. Notify the department head/director/manager.
- b. Meet with and assist police personnel as directed.
- c. Evacuate building, as directed (use of public address system preferred or use building fire alarm system).
- d. Do not re-enter building until cleared by authorized personnel.

- e. Document the conversation using the [Bomb Threat Checklist](#).

SUSPICIOUS LETTER/PACKAGE/SUBSTANCE

What to Do Upon Letter/Package Receipt

- a. Do not handle
- b. Do not shake or bump
- c. Isolate and look for indicators
- d. Don't open, smell, or taste
- e. Treat it as suspect!!
- f. Call University Police (254-501-5805)

If Parcel is Open and/or Threat is identified

For a Bomb

- a. Evacuate immediately
- b. Call University Police (254-501-5805)

For Radiological

- a. Limit exposure – don't handle
- b. Evacuate area
- c. Shield yourself from the object
- d. Call University Police (254-501-5805)

For Biological or Chemical

- a. Isolate – don't handle
- b. Wash your hands with soap and water
- c. Call University Police (254-501-5805)

Suspicious Substance in Campus Building

- a. Clear and isolate the contaminated area. Do not touch or disturb anything.
- b. Wash your hands with soap and water
- c. Call University Police (254-501-5805)
- d. Identify individuals who may have been exposed to the material
- e. Do not leave premises until dismissed by authorities

INJURY REPORTING PROCEDURES

When Injured or Witness to an Injury

- a. A&M-Central Texas employees (including student employees) complete Report of Accident/Illness form and send the original to Human Resources and a copy to A&M-Central Texas Police Department.
- b. A&M-Central Texas students complete Report of Accident/Illness form and send original to Student Affairs and a copy to A&M-Central Texas Police Department.

MEDICAL EMERGENCY

If Ambulance is needed

- a. Call 911
- b. Assist until ambulance arrives, only if qualified

If Ambulance is not needed

- a. Render first aid, as trained
- b. Assist with transportation of an employee to their personal physician or contact emergency contact if student

Note: An accident report is required with all medical emergencies.

RADIATION EMERGENCY

Emergency personnel should be contacted for a radiological incident. University Police must be notified if incident occurs at main campus.

SEVERE WEATHER General

- a. Refer to A&M-Central Texas guide for emergencies
- b. Listen to radio and television for weather updates
- c. Check with media sources (including university website) for return to work status
- d. Check for 911 Shield notification

TORNADO

- a. Civil Defense sirens will sound and/or the National Weather Service will issue a tornado warning.
- b. Move to the lowest level of the building.
- c. Move to interior hallways and small interior rooms (e.g. bathroom, closet, etc.)
- d. Stay away from exterior walls, doors, and windows.
- e. Check for 911 Shield notification

CAMPUS CLOSURE**Due to Inclement Weather**

In the event that weather or other conditions are such that normal campus operations could be impeded, the President is responsible for determining cancellation of classes and closing of university offices. Certain university offices or functions may be required to continue operations.

GAS LEAKS Gas Odor

- a. Call University Police (254-501-5805) (give caller name, location of odor, etc.)
- b. Warn others in the immediate area.
- c. Vacate and secure area.
- d. Notify department head.
- e. Meet with and assist emergency response personnel.

MAJOR LEAK (e.g. pipeline break)

- a. Call University Police (254-501-5805) (give caller name, location of leak, etc.)
- b. Initiate evacuation of the building or if outside, isolate the area.
- c. Warn others in the immediate area.
- d. Prevent sources of ignition (cigarettes, electrical equipment, etc.)
- e. Meet with and assist emergency response personnel.
- f. Do not re-enter building or outside area until cleared by authorized personnel.

Note: There are no natural gas lines on the A&M-Central Texas campus. Propane gas is used in the laboratories in Warrior and Heritage Halls.

APPENDIX S

SPECIAL EVENTS EMERGENCIES

If the threat of inclement weather endangers a Special Event or other A&M-Central Texas facilities (i.e. lightening, hail, tornadoes) the following procedures shall apply:

- a. The Events Coordinator, University Police, and/or the Safety & Risk Management Officer will stay informed of any threats and/or warnings that are provided by the Weather Bureau or Emergency Response personnel.
- b. Activation of the city of Killeen alert siren shall also serve as a signal for initiating emergency procedures.
- c. The Events Coordinator, University Police, and/or the Safety & Risk Management Officer will notify event officials of any impending threatening weather conditions. After the event has begun, event officials determine event continuance, suspension, or cancellation.
- d. The Events Coordinator may order audience evacuation. If that occurs, the University Police will supervise the evacuation of the special event and the operation of the refugee locations.
- e. The Events Coordinator, University Police, and/or the Safety & Risk Management Officer shall inform the refuge centers when the “all clear” signal is given.
- f. The Events Coordinator, University Police, and/or the Safety & Risk Management Officer informed of all activities.
- g. For other emergency situations such as fire or terrorists threats the University Police, and/or the Safety & Risk Management Officer shall, in conjunction with the Events Coordinator, determine the status of the event and the need for audience evacuation.

APPENDIX T

TRAIN/TRUCK SPILL OF HAZARDOUS MATERIAL

General

1. This appendix provides for a coordinated response by Texas A&M-Central Texas personnel, Killeen fire and police departments, Fort Hood fire and police departments, and industry representatives to minimize the adverse effects on the university campuses, the local communities, and the environment that may result from unintentional releases of hazardous substances. These releases may occur from train derailments or truck transportation accidents.
2. Hazardous materials are transported through and/or adjacent to the A&M-Central Texas campus locations which can pose a potential threat to campus facilities, employees, students, and visitors. Fires, explosions, and/or release of toxic vapors that can harm personnel and property are possible from transportation accidents.
3. All local fire departments and A&M-Central Texas Director of Facilities have personnel trained and limited equipment available for hazardous materials response. Transportation companies can also be asked to assist with major spill response, cleanup, and recovery needs. Additionally, emergency response contractors must be considered for response in catastrophic emergencies.

Purpose/Responsibilities

1. The first fire official or police officer arriving at an incident involving the release of hazardous materials is the Incident Commander (IC) and will immediately notify his/her dispatcher or communications center and provide incident information. This first responder, as IC, must take initial steps to protect himself/herself and the public, isolate the incident, begin product identification and call for resources as the situation dictates. Incident Command will be transferred to the most appropriate person as incident response progresses. An Incident Command Post (ICP) may be established near the incident to coordinate response requirements. The IC or authorized A&M-Central Texas official may request the activation of the university's emergency operations center (EOC).
2. The Incident Commander, alone or in concert with the A&M-Central Texas EOC, shall assess the need for evacuation, plan the evacuation, and coordinate support for the evacuation effort. The decision to recommend evacuation of the populace in and around the area of the incident site rests with the IC. Evacuation or shelter-in-place procedures shall be followed. (See Appendix Q).
3. The local fire department will often be the first responder. When they are not, they usually assume responsibility for the incident from the first responder and initiate response procedures under the incident command system.

4. In coordination with the IC, the local police department and A&M-Central Texas Police shall have responsibility for traffic and crowd control, scene security, evacuation, and coordination with other appropriate governmental agencies.
5. Facilities maintenance shall be responsible to assist with rescue or recovery operations, provide barricades, provide heavy equipment, restore utilities, and assist with removal of hazardous substances as required while operating within the guidelines of current statutes and laws.
6. Finance and Administration Department will be responsible for assisting and coordinating with evacuation, spill cleanup and disposal, recovery operations, and coordinating regulatory compliance with appropriate state agencies.

APPENDIX U

TERRORISM

General

1. This appendix provides for a coordinated response by A&M-Central Texas personnel, A&M-Central Texas Police Department, Killeen fire and police departments, and Fort Hood fire and police departments, and other county, state, and federal agencies to minimize the adverse effects on university students, faculty, staff, the local communities, and the environment that may result from an act of terrorism.
2. An act of terrorism is, by its very nature, a violent or dangerous act, in violation of criminal law, with the intent to inflict physical and psychological injuries and distress. These acts can take the form of fires, explosions, release of hazardous/toxic/biological agents, and weapons of mass destruction (WMD). The presence of chemical, biological, or radiological agents may not be suspected or confirmed until sometime after the initiating event. The affected area could simultaneously be a crime scene, a hazardous materials (HAZMAT) scene, and a disaster area with multiple casualties. In the case of a biological agent, the initial dissemination event may take place outside the local area, but still produce victims in the local area.

Purpose/Responsibilities

1. Once it has been determined that the initiating event involves a terrorist threat or incident, the EOC will be activated (if it is not already), and response efforts will consist of both emergency management and consequence management. Law enforcement will have the lead in emergency management; specifically all facets related to any criminal activity.
2. Consequence management activities deal with the effects (on people and property) of a terrorist incident and will be handled by the EOC director in the same manner as the response and recovery operations for other emergencies and disasters, including close coordination with city, county, and state officials.

Emergency Management

1. Local police departments are responsible for establishing a crime scene boundary with access control, as necessary. A&M-Central Texas Police Department will notify and coordinate incident response activities (incident resolution, investigation, and apprehension of suspects) with the local police departments, DPS, and the FBI. As requested by the EOC Director, A&M-Central Texas Police will provide resources to assist with a lockdown and/or quarantine of various areas of the university campus.

Consequence Management

1. All response actions initiated by the EOC director are dependent upon the specifics of the actual event. Terrorist incidents that involve certain agents or events will require involvement by specific groups and agencies, as listed below:
 - a. Biological Agents – County, City, and State public health officials, A&M-Central Texas
 - b. Chemical/Hazardous Agents – County and State public health officials, A&M-Central Texas
 - c. Nuclear/Radiological Events, TDH – Bureau of Radiation Control, A&M-Central Texas

The following response actions should be considered based upon the specific incident events:

- a. Evacuation and or shelter-in-place recommendations.
- b. Contact with local hospitals, Bell County and State health officials and preparation for dealing with mass illness and casualties.
- c. Preparation for handling large numbers of students, staff, and faculty at all local hospitals.
- d. Preparation for activation of re-location centers to handle displaced students as necessary.
- e. Request a HAZMAT team from Killeen or Bell County for decontamination facilities.
- f. Verification and protection of the integrity of campus water and utilities.
- g. Lockdown of some area(s) of the campus.
- h. Quarantine of some area(s) of the campus.
- i. Curtailment/re-routing of transportation assets, using permanent staff.
- j. Identification of laboratories that may have special equipment or analysis capabilities for incident response.
- k. Provide the police, fire department, and HAZMAT team with a chemical inventory and safety data sheets (SDS) as necessary.
- l. Cancellation of classes.
- m. Cessation of laboratory research activities.
- n. Release of faculty and non-essential staff.

It is of critical importance that information be developed and made available in a timely manner to: explain the situation; provide specific response actions to students, faculty, and staff; and address the public fear caused by a terrorist incident.

APPENDIX V

ARMED INDIVIDUAL / ACTIVE SHOOTER

General

1. An active shooter incident occurs when one or more armed persons are present on campus with the intent to cause serious injury or death to as many persons as possible. Generally, victims are selected at random and the violence escalates very quickly and will require the immediate response from armed law enforcement officers who are trained to deal with such incidents.
2. This appendix provides for a coordinated response by A&M-Central Texas personnel, A&M-Central Texas Police Department, Killeen fire and police departments, other local police departments, and other county, state, and federal agencies to minimize the adverse effects on university students, faculty, and staff.

Purpose/Responsibilities

1. Once it has been determined that the initiating event involves an active shooter/armed suspect, the EOC will be activated (if it is not already), and response efforts will consist of both emergency management and consequence management. Law enforcement will have the lead in emergency management; specifically all facets related to any criminal activity.

Emergency Management

1. Local police departments are responsible for establishing a crime scene boundary with access control, as necessary. University police will notify and coordinate incident response activities (incident resolution, investigation, and apprehension of suspects) with the local police departments, DPS, and the FBI. As requested by the EOC director, University Police will provide resources to assist with a lockdown and/or quarantine of various areas of the university campus.

Consequence Management

1. Consequence management activities deal with the effects (on people and property) of an active shooter incident and will be handled by the EOC director in the same manner as the response and recovery operations for other emergencies and disasters, including close coordination with city, county, and state officials.
2. The following response actions should be considered based upon the specific incident events:
 - a. Evacuation and or shelter-in-place recommendations.
 - b. Contact with local hospitals, Bell County and State health officials and preparation for dealing with mass illness and casualties.
 - c. Preparation for handling large numbers of students at all local hospitals.

- d. Preparation for activation of re-location centers to handle displaced students.
 - e. Request a HAZMAT team from Killeen or Bell County for decontamination facilities.
 - f. Verification and protection of the integrity of campus water and utilities.
 - g. Lockdown of some area(s) of the campus.
 - h. Quarantine of some area(s) of the campus.
 - i. Curtailment/re-routing of transportation assets, using permanent staff.
 - j. Cancellation of classes.
 - k. Release of faculty and non-essential staff.
3. It is of critical importance that information be developed and made available in a timely manner to: explain the situation; provide specific response actions to students, faculty, and staff; and address the public fear caused by the active shooter incident.

Safety Guidelines in case of an Active Shooter on Campus:

- a. If you witness any armed individual on campus at any time or if an individual is acting in a hostile or belligerent manner, immediately contact emergency services at 911.
- b. Remember, there may be more than one active armed subject.
- c. Be careful not to make any changes to the scene of the incident since law enforcement authorities will investigate the area later.
- d. In case you must flee, do not go to the normal gathering site for your building. Get as far away from the shooting scene as possible and then contact authorities.

Response if the armed subject is outside the building:

- a. Proceed to a room that can be locked or barricaded.
- b. Lock all doors, turn out the lights and stay away from and lower than the windows.
- c. Barricade the door if you cannot lock it.
- d. Dial 911 and advise the dispatcher of what is taking place and your location. Remain on the line to give the dispatcher any further information that may be needed.
- e. Remain in the room until the police or a campus administrator gives the “all clear.” Be sure it is the police or a campus administrator who is giving the “all clear” and not the shooter attempting to gain entry into the room.

Response if the armed subject is inside the building:

- a. Remember, there may be more than one active armed subject.
- b. If it is possible to flee the area safely and avoid danger, do so.
- c. Contact emergency services at 911 with your location if possible.
- d. Notify an Emergency Contact if possible.
- e. If flight is impossible, lock all doors and secure yourself in your space.
- f. Get down on the floor or under a desk and remain silent.
- g. Get students on the floor and out of the line of fire.
- h. Wait for the “all clear” instruction.

Response if the armed subject comes into your class or office:

- a. There is no one procedure the authorities can recommend in this situation.
- b. Attempt to get the word out to other staff if possible and call 911 if that seems practical. If it is possible to talk, give shooter's location and description. If it is not safe to speak, just leave the line open so the dispatcher can hear what is taking place.
- c. Use common sense. If hiding or fleeing is impossible, attempt to negotiate with the individual.
- d. Attempting to overcome the armed subject with force is a last resort that should only be initiated in the most extreme circumstances.
- e. If the shooter leaves the area, attempt to lock the door or barricade the door or proceed to a safe location.
- f. Wait for the "all clear" instruction.

APPENDIX W

PANDEMIC INFECTIOUS DISEASE

(ADAPTABLE TO ANY INFECTIOUS DISEASE SCENARIO)

I. AUTHORITY

The plan presented is based on a worse-case scenario and the EMT may recommend varying levels of response appropriate for the scope and size of the incident and the infectious agent involved.

II. Purpose

The purpose of the Texas A&M University – Central Texas Pandemic Influenza Response Plan is to provide organized, comprehensive guidelines for an effective response to an influenza pandemic that helps ensure the health, safety and well-being of the University community. This document addresses how the University will maintain continuity of operations, while providing medical support to those affected by a pandemic influenza based on certain assumptions and uncertainties of the situation.

III. Definitions

- 1) Confirmed Case — A laboratory-confirmed influenza virus infection in a person with influenza-like illness.
- 2) Community Containment Measures — The separation of infected or exposed people from non-infected people by use of quarantine or other restrictions on movement and activities.
- 3) Community Emergency Operations Center — The EOC includes representatives from the city of Killeen, Bell County and A&M-Central Texas.
- 4) Contact — A person who has been exposed to an influenza case in some way during the infectious period.
- 5) Control Measures — Standard emergency containment practices in public health that aim to control exposure to both infected and potentially infected people.
- 6) Epidemic — A disease affecting many persons at the same time, and spreading from person to person in a locality where the disease is not permanently prevalent..
- 7) Incubation Period — The amount of time it takes for symptoms of a disease to appear after an individual is infected with the pathogen that causes the disease. The incubation period for influenza is usually 2 days but can vary from 1 to 5 days.
- 8) Infection Control Measures — Actions taken to decrease the risk for transmission of infectious agents.
- 9) Influenza-like Illness – an individual with the following symptoms: Fever 100 degrees Fahrenheit or higher, AND cough, AND/OR sore throat (CDC case definition, accessed 10/28/2009)

- 10) Isolation — The separation and restriction of movement of people with a specific communicable disease to contain the spread of that illness to susceptible people.
- 11) Pandemic — An epidemic on a world-wide scale.
- 12) Pandemic Influenza – A flu pandemic occurs when a new influenza virus emerges for which people have little or no immunity and for which there is no vaccine. The disease spreads easily person-to-person, causes serious illness, and can sweep across the country, and around the world in very short time (WHO-accessed 10/29/2009). Currently the strain has been identified as H1N1.
- 13) Personal Protective Equipment (PPE) — Barrier protection to be used by an individual to prevent disease transmission.
- 14) Prophylactic Drugs — Drugs used to prevent disease, such as vaccines and antivirals.
- 15) Quarantine — The separation and restriction of movement of well people who may have been exposed to an infectious agent and may be infected but are not yet ill.
- 16) Seasonal Influenza – Contagious respiratory illness caused by influenza viruses, affecting 5-20% of the US population annually and causing 200,000 hospitalizations and 36,000 deaths (CDC website).
- 17) Surge Capacity — The accommodation to transient sudden rises in demand for services following an incident. It is the ability of a health system to expand beyond normal operations to meet a sudden increased demand for service.
- 18) Surveillance — The systematic collection, analyzing, interpretation and dissemination of health data on an ongoing basis.

IV. Situation and Assumptions

A. Situation

The medical community believes that once an animal flu mutates into a pandemic flu, currently available flu vaccines will not be effective. It is very likely that the only treatment medication available will be anti-virals like Tamiflu that do not prevent infection, but may lessen the symptoms. The amount of available Tamiflu is very limited in comparison to the population that would need it. Once the pandemic flu strain is isolated, a vaccine will be developed; however initial production will take several months and it is likely the initial amount produced will not be enough to cover even those individuals determined to be “Essential Personnel”.

B. Assumptions

For the purpose of this plan, two scenarios will be assumed:

1. The student population that can travel will be ordered off-campus.
2. Students that must remain on-campus will be advised of shelter in-place locations.

**Pandemic Response
Level definitions**

LEVEL I - No Pandemic in Progress. Local health center to monitor and communicate with EMT.

LEVEL II - Pandemic influenza virus activity identified, but none in the United States

LEVEL III - Pandemic influenza virus activity identified in the United States, but none in Texas

LEVEL IV.A - Pandemic influenza activity identified throughout Texas (For mild to moderate influenza illness similar to seasonal flu)

LEVEL IV.B – For Severe Influenza Illness (epidemic begins to impinge on essential services)

	Level II	Level III (in addition to Level II actions)	Level IV.A (in addition to Level III actions)	Level IV.B (in addition to Level IV.A actions)
1. Emergency Management Team (EMT)	1. Contact 2. Conduct Weekly Planning Meetings. 3. Attend emergency planning meetings with City of Killeen. 4. Communicate with Texas Department of State Health Services, if warranted, and University departments. 5. Review essential personnel lists.		1. Attend EOC Meetings with City of Killeen as scheduled. 2. Priority groups receive vaccine as it becomes available. 3. Evaluate need to activate University EOC.	1. Activate University Emergency Operations Center (EOC).
2. Incident Commander	1. Incident Commander – Monitor situation and update appropriate personnel.	1. Alert Executive Cabinet. 2. Establish communication with deans.	1. Notify Student Affairs and Counseling.	1. Evaluate and/or recommend temporary closure of building(s), isolation activities and suspension of student and academic activities. 2. Ensure that each Operations Group function is covered. 3. Provide oversight for student, staff, & faculty family notifications if appropriate.
3. University Police		1. Risk Management informs dispatchers, security, and police of infectious flu or agent.	1. Transporting individual to hospitals. (Shelter-in-place)	1. Secure buildings and post signage. 2. Assist Safety and Risk Management Officer.
4. Facility Services Designee		1. Environmental Services to adjust facility cleaning procedures in public areas to reduce viral spread. 2. Essential personnel receive online training on respiratory protection from RMC.	Same as Level III.	1. Stand by to shut off utilities as directed by Incident Commander, if necessary. 2. Begin decontamination procedures of facilities as needed.

5. Risk Management	<p>1. Assure that travelers have the latest travel health information for affected areas (including domestic), based upon recommendations from local, state, and federal health agencies. See: http://www.cdc.gov/travel</p>	<p>1. Update emergency action plan with EMRT as situation evolves.</p> <p>2. Assess respiratory protection plan and resources, and provide on-line respirator training.</p> <p>3. Distribute and maintain hand sanitizers within public areas of buildings.</p> <p>4. Initiate poster, e-mail campaign on self-protection. Update Website.</p> <p>5. Ongoing communications with campus community regarding signs/symptoms, protocol for referral of suspected cases.</p>	<p>1. Verify contract with hazardous material company for biohazard waste disposal.</p> <p>2. Report weekly ILI data to System RMS.</p> <p>3. Arrange for additional medical waste pickups.</p>	Same.
6. President & Executive Council		<p>1. Receive information from Incident Commander.</p> <p>2. Review content of internal and external public information bulletins and announcements.</p> <p>3. Work with Media Relations to select appropriate University spokesperson(s) for media reporting.</p> <p>4. Review restricting movement on and off campus for activities/athletic events.</p> <p>5. Review restricting travel needs of staff off campus into areas of pandemic.</p> <p>6. Based on U.S. State Department recommendations, University recommends campus community not to travel to affected countries.</p>	<p>1. Advise Executive Cabinet on response options.</p> <p>2. Evaluate information on institutional effects of the incident and set response priorities as appropriate.</p> <p>3. Prepare a policy for closing down all or parts of the University.</p>	<p>1. Evaluate and/or activate temporary suspension of classes or closure while maintaining critical infrastructure and services.</p> <p>2. Consider closing research facilities except those deemed as critical.</p>
7. Marketing and Communications	<p>1. Issue communications to the campus community regarding status of disease spread, self-protection and member response.</p>	<p>1. PIO with EMT guidance to draft internal and external bulletins and announcements.</p> <p>2. PIO to issue</p>	<p>1. Write and record bulletins and updates on the University's website.</p>	<p>1. Organize phone banks, if necessary (phone banks can refer callers to emergency services,</p>

		communication(s) to campus community regarding status of disease spread, self-protection, and University response. (Email, website, town meetings).	2. Write scripts for phone tree with approval from PIO.	take messages, support rumor control) 2. Implement Communication Response plan and coordinate press releases, and manage news teams and interviews, etc.
8. IT		1. Review and provide status of campus communications equipment.	1. Verify that backup personnel or contractors are cross-trained. 2. Activate all proactive plans.	1. Assist Media Relations regarding phone banks and emergency voicemail announcements.
9. Academic and Student Affairs	1. Assure that travelers have the latest travel health information for affected areas (including domestic), based upon recommendations from local, state, and federal health agencies. See: http://www.cdc.gov/travel .	1. Monitors student travelers entering from effected regions and assists with communication to international students and their families. 2. Formulates and rehearses plan to address needs/support for graduate and commuter students. 3. Formulate and rehearse plan to address needs/ support for undergraduates. 4. Student Life – formulate and rehearse plan to address needs/support for student organizations. 5. Identify department personnel available for telephone support work.	1. Assist with relocation of students for quarantine. 2. Assist with telephone consultation and support. 3. Establish protocol, train, and identify personnel for communicating with families in the event of a serious illness or death.	1. Identify student events where confirmed patients have attended. 2. Provide oversight for student, staff, & faculty family notifications if appropriate.
10. Employee Services		1. Inform employees of campus policies regarding working from home, travel, using sick leave, and other policies as applicable.	Same as Level III. 1. Inform employees that physician's note to confirm illness is not required.	1. Provide oversight for student, staff, & faculty family notifications if appropriate.

VI. Direction and Control

A. General

The President of the University retains authority for making decisions affecting the University. All decisions to be made should be based on federal, state, and/or local recommendations/mandates. These decisions may include issuing travel advisories, suspending mass gatherings (including classes), suspending research, and the suspending and resumption of normal University operations.

B. Decision-Making Process

The priorities of decisions may change as the situation evolves.

1. Issuance of Travel Advisories
2. Cancellation of Special Events
3. Cancellation of Classes
4. Initiation of Telecommuting
5. Suspension of Research
6. Cancellation of University Operations
7. Resumption of Normal Operations

B. Decision-Making Timeline

1. Travel Advisories — Advisories regarding voluntary travel restrictions should coincide with federal, state, and/or local recommendations as the situation evolves (e.g. travel advisories should be issued to voluntarily restrict travel to affected regions).
2. Screening, Triage, Isolation — Screening, triage, and isolation should be implemented as soon as possible. Past experiences with SARS and other biological incidents have demonstrated quarantine to be ineffective. The implementation of mandatory quarantine has also been deemed too resource-intensive for the University to employ; therefore, voluntary quarantine should be considered as a containment measure. Isolation is recommended to be voluntary. Due to extensive legal constraints, only under extreme measures should mandatory isolation be implemented. Beyond the point to maintain screening, triage, and isolation, social distancing measures should be employed.
3. Special Events/Mass Gatherings (to include classes) — Suspension of special events and mass gatherings (including suspension of classes) will be considered at Level IV.B.
4. Suspension of Research/Normal University Operations — The University will consider suspension of research and normal University operations at Level IV.B.
5. Resumption of Normal Operations should be predicated on the recommendations of federal, state, and/or local health authorities. Other factors for University resumption should be:
 1. Decreased morbidity and/or mortality rate
 2. Decreased rate/speed of disease spread
 3. Other regional schools/school systems resuming operations
 4. Transportation systems opening/increasing interstate travel
 5. Availability of sufficient faculty and staff to support resumption of classes and research.

