SAN ANTONIO HOUSING AUTHORITY
CONTROL SELF ASSESSMENT WORKGROUP

EMERGENCY RESPONSE PLAN

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APPROVAL AND IMPLEMENTATION

The San Antonio Housing Authority has considered and approved the implementation of this Emergency Response Plan.

I. AUTHORITY

The following authority is provided by the San Antonio Office of Emergency Management's Basic Plan.

A. Federal

a. Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended), 42 U.S.C. 5121
b. Emergency Planning and Community Right-to-Know Act, 42 U.S.C. 5101
c. Emergency Management and Assistance, 44 CFR
d. Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
e. Homeland Security Act of 2002
f. Homeland Security Presidential Directive, HSPD-5, Management of Domestic Incidents
g. Housing and Urban Development, Office of PUblic and Indian Housing, PHA Disaster Readiness and Preparation Guide, 2016
h. National Terrorism Advisory System, Department of Homeland Security
i. National Incident Management System
j. National Response Framework
k. National Strategy for Homeland Security, October 2007
l. Nuclear/Radiological Incident Annex (NRIA) to the National Response Framework

B. State

a. Government Code, Chapter 418 (Emergency Management)
b. Government Code, Chapter 421 (Homeland Security)
c. Government Code, Chapter 433 (State of Emergency)
d. Government Code, Chapter 791 (Inter-local Cooperation Contracts)
e. Health & Safety Code, Chapter 778 (Emergency Management Assistance Compact)
f. Executive Order of the Governor Relating to Emergency Management
g. Executive Order of the Governor Relating to the National Incident Management System
h. Administrative Code, Title 37, Part 1, Chapter 7 (Division of Emergency Management)
i. State of Texas Emergency Management Plan
j. The Texas Homeland Security Strategic Plan 2010-2015

C. Local

a. City Ordinance #67229, dated June 2, 1988 (Emergency Management Program) and San Antonio City Code Article 8 Section II

b. City Ordinance #97563, May 2003 (Flood/Drainage Improvement/Mitigation Bond Initiative)
c. City Ordinance #97817, June 2003 (Regional Biological Safety Laboratory Established at Brooks City Base)
d. City Ordinance #98358, October 2003 (New City/County EOC Bond Election/Issuance)
e. City Ordinance #98950, March 2004 (Regional Mutual Aid Agreement)
f. City Ordinance #100516, May 2005 (Regional Mitigation Action Plan Adopted)
g. City Ordinance #101347, September 2005 (National Incident Management System Adopted)
h. See Summary in Attachment #6 regarding Additional Agreements and Mutual Support Understandings

II. PURPOSE

This Emergency Response Plan outlines the San Antonio Housing Authority's (SAHA) approach to emergency operations. It provides general guidance for emergency management activities and an overview of SAHA's methods for mitigation, preparedness, response and recovery. The plan is designed to be flexible; it is not all-inclusive and is not intended as a rigid set of rules. This plan is intended to provide a broad framework for more specific functions that describe in more detail who does what, when and how. This plan applies to all SAHA officials, departments, staff, and residents.

The primary audience for this plan includes:
a. SAHA's President and CEO, the Chief Legal and Real Estate Officer, Chief Operating Officer, Chief Financial Officer, Chief Administrative Officer, and the Board of Commissioners
b. SAHA department directors and their staff members
c. Leaders of local volunteer organizations that support emergency operations
d. Others who may participate in SAHA's mitigation, preparedness, response, and recovery efforts and
e. SAHA residents who must be familiar with this plan

SAHA staff commitment is a prerequisite for the success of this Plan. All SAHA employees, especially those who have a role in mitigation, preparedness, response and recovery should be familiar with this Plan.

A. Safety and Loss Prevention Statement

The safety, health and well-being of every employee, resident and visitor to the San Antonio Housing Authority (SAHA) are of vital importance. SAHA will strive to protect the health, safety and security of all employees, residents, visitors and property using accepted and feasible policies, procedures, operations, and technologies. We will comply with all safety, occupational

health and environmental laws and regulations. Every reasonable effort will be made to provide and maintain a safe and healthy work environment by providing proper safety equipment, establishing and requiring safe work practices at all times. Executive management pledges its support in implementing such programs.

SAHA strongly maintains that the best source of protection for the health and safety of the work place is the individual employees who are the foundation of our safety and loss control initiatives. Safety is one of the most important aspects of each person's job. Accidents injure people or damage and destroy property, cause needless suffering, inconvenience and expense. Therefore, it is the responsibility of each employee to strictly follow all published safety, loss prevention practices, security, policies, rules and procedures to make job safety and loss avoidance a condition of employment.

Active participation by all SAHA employees in our safety efforts is encouraged through a partnership with the Senior Management Team, Supervisors, and the Risk Management Department. Employees are encouraged to report unsafe working conditions to the highest authority without fear of reprisal and to provide safety suggestions. Such reports will be assigned to Risk Management for immediate follow up. The SAHA's Risk Management Department has been given the authority to assist all departments and supervisory personnel to carry out designated responsibilities in the area of safety and loss avoidance.

The training and safety efforts of management and SAHA staff will be directed toward the reduction of accidents. Success of these efforts is measured by the significant reduction of accidents and near misses. Please assist us in achieving this goal.

B. Situation

The San Antonio Housing Authority is exposed to many hazards, all of which have the potential for disrupting the community, causing casualties, and damaging or destroying public or private property. A summary of major hazards is provided in Figure 1.

FIGURE 1	Likelihood of Occurrence	Estimated Impact on Public Health or Safety	Estimated Impact on Property
Hazard Type:	Unlikely, Occasional, Likely, or Highly Likely	Limited, Moderate, Major	Limited, Moderate, Major
NATURAL			
Drought	Highly Likely	Major	Major

Earthquake	Unlikely	Limited	Limited
Erosion	Likely	Limited	Major
Extreme Heat	Highly Likely	Major	Major
Extreme Wind	Likely	Moderate	Moderate
Flood (flash/river or tidal)	Highly Likely	Major	Major
Foodborne Illness	Likely	Moderate	Moderate
Hail	Likely	Limited	Moderate
Hurricane (flood, hail, extreme wind and tornadoes)	Unlikely	Limited	Limited
Infectious Disease (Pandemic/Epidemic)	Likely	Major	Major
Subsidence (Sinkholes)	Unlikely	Limited	Limited
Thunderstorm (flood, hail, extreme wind and tornadoes)	Likely	Limited	Moderate
Tornado	Unlikely	Major	Major
Brushfire	Likely	Limited	Moderate
Winter Storm and Extreme Cold	Occasional	Major	Major
ENVIRONMENTAL			
Energy/Fuel Shortage	Occasional (Situational)	Moderate	Limited
Mold/Mildew	Highly Likely	Moderate	Major
Hazardous Materials (Transportation and Fixed Site)	Unlikely	Moderate	Moderate

Infestation of pest	Likely	Moderate	Major
BUILDING INFRASTRUCTURE			
Elevator Outages	Likely	Major	Major
Pipeline Failure	Occasional	Moderate	Moderate
Major Structure Fire	Occasional	Moderate	Moderate
Water Systems (Boilers, water softener)	Unlikely	Major	Major
TECHNOLOGICAL			
Internet Network Outage	Occasional	Major	Major
Local Area Network Outage	Occasional	Major	Major
Major Application Outage (JDE, Elite)	Occasional	Major	Major
Other Application Outage	Occasional	Moderate	Moderate
Cyber Attack	Likely	Major	Major
Power Outages - Central Office	Likely (Situational)	Major	Major
Power Outages - Property	Likely (Situational)	Major	Major
SECURITY			
Civil Disorder	Unlikely	Moderate	Moderate
Gang Activity	Occasional	Major	Major
Terrorism	Unlikely	Major	Major
Violence in the Workplace	Occasional	Moderate	Limited

Airplane Crash	Unlikely	Major	Major
Active Shooter	Occasional	Major	Major
Criminal Incidence (Lockdown Procedures)	Occasional	Moderate	Moderate
Chemical (Spill/Intentional)	Unlikely	Major	Major
Bomb (Threat)	Occasional	Moderate	Moderate
Vehicle Crash to building	Likely	Limited	Limited
Explosion	Unlikely	Major	Major
Medical Emergency*	Highly Likely	Major	Limited

C. Assumptions

a. SAHA will continue to be exposed to, and subject to the impact of those hazards described in Figure 1 as well as to lesser hazards and other risks that may develop in the future that have not been identified.

b. It is possible for a major disaster to occur at any time and at any place. In many cases, dissemination of warning to the public and implementation of increased readiness measures may be possible. However, some emergency situations occur with little or no warning.

c. Outside assistance will be available in most emergency situations affecting SAHA. It takes time to summon or receive external assistance, it is essential for SAHA to be prepared to carry out the initial emergency response on an independent basis.

d. Proper mitigation measures can prevent or reduce disaster-related losses. Detailed emergency planning and conducting periodic emergency drills and exercises can improve SAHA's readiness to deal with emergency situations.

D. Objectives

The objectives of SAHA's Emergency Response Plan is to protect public health and safety and preserve public and private property.

a. It is SAHA's general responsibility to protect public health and safety and preserve property from the effects of hazardous events. SAHA has the primary role in identifying

and mitigating hazards, preparing for, responding to, and managing the recovery from emergency situations that affect SAHA business operations, and communities.

b. SAHA recognizes some emergency situations could impact multiple communities at one time. In the event this should happen, SAHA will prioritize response, resource, and recovery efforts to our elderly/disabled communities first. Once stabilized our efforts will expand to our family communities.

c. It is impossible for SAHA to do everything that is required to protect the lives and property of our population. Residents of SAHA communities have the responsibility to prepare themselves and their families to cope with emergency situations and manage their affairs and property in ways that will aid the government in managing emergencies. SAHA will assist communities in carrying out these responsibilities by providing public information and instructions prior to and during emergency situations.

d. SAHA is responsible for organizing, training, and equipping staff, providing appropriate emergency resources, providing suitable warning and communications systems, and for contracting emergency services. The State and Federal government offer programs that provide some assistance with portions of these responsibilities.

e. This plan is based on an all-hazard approach to emergency planning. It addresses general functions that may need to be performed during any emergency situation and is not a collection of plans for specific types of incidents.

f. Departments tasked in this plan are expected to develop and keep current standard operating procedures that describe how emergency tasks will be performed. Departments are charged with ensuring that training and equipment necessary for an appropriate response are in place.

g. This plan is based upon the concept that the emergency functions that must be performed by many departments generally parallel some of their normal day-to-day functions. To the extent possible, the same personnel and material resources used for day-to-day activities will be employed during emergency situations. Because personnel and equipment resources are limited, some routine functions that do not contribute directly to the emergency may be suspended for the duration of an emergency. The personnel, equipment, and supplies that would normally be required for those functions will be redirected to accomplish emergency tasks.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

Most departments and agencies of local government have emergency functions in addition to their normal day-to-day duties. During emergency situations, normal organizational arrangements are modified to facilitate emergency operations. SAHA's emergency governmental organization includes an executive team, emergency operations team, and support services teams.

Executive Team:
- President and CEO
- Executive Leadership: Chief Financial Officer, Chief Operating Officer, Chief Administrative Officer, Chief Legal and Real Estate Officer

Emergency Operations Team:
- Operations Directors: Federal Housing Programs, and Beacon
- Assistant Directors: Federal Housing Programs, and Beacon
- Facilities Supervisor for Central Office

Support Teams:
- Community Development Initiatives
- Finance
- Human Resources
- Innovative Technology
- Procurement (General Services)
- Public Affairs (Communications)
- Risk
- Safety and Security
- Data Administration

Recovery Team:
- Public Affairs (Communications)
- Construction Services and Sustainability
- Innovative Technology
- Procurement (General Services)
- Risk
- Safety and Security

Other Teams:
- Asset Management
- Development Services and Neighborhood Revitalization
- Internal Audit
- Policy and Planning

- Legal

B. Assignment of Responsibilities

Executive Team Responsibilities

The Executive Team will:

- Establish objectives and priorities for the emergency response plan and provide general guidance on the conduct of the plan.
- Monitor the emergency response during emergency situations with the assistance of the Emergency Operations Team, and Communications and Public Affairs.
- Ensure all resources needed are made available to support the response required
- Request assistance from other local government agencies or the State when necessary.

After the Emergency:
- Coordinate Response Team for "After Action Review" to include responding to governing authorities such as Occupational Safety Health Administration (OSHA), Federal Emergency Management Agency (FEMA), Homeland Security, or the office of the Fire Marshall.

Emergency Operations Team Responsibilities

The Emergency Operations Team is responsible for leading and directing Workplace Emergency Response at all locations, and will:

Before the Emergency:
- Contact key staff needed to respond based on the type of disaster.
- Provide the fire department with keys to locked rooms, closets, secured areas, emergency devices, and equipment.
- Ensure the shut down of the Central Office or larger building systems (HVAC example.)
- Ensure emergency evacuation route diagrams are posted and update the floor/area arrangement, the number of floor occupants, and the location of exits as needed.
- Maintain a current list of personnel trained to render first aid and CPR and an active document with the location of first-aid equipment.
- Ensure all resident contact information if available.
- Initiate communication with CoSA and other partnering agencies.

During the Emergency:
- Contact key staff needed to respond based on the type of disaster.
- Establish a communication channel with the Public Affairs department.
- Initiate the activation of the Disaster Recovery Team, and run an initial recovery control meeting.
- Serve in a lead capacity and coordinate efforts that cross more than one department.

- Establish regular status meetings, while maintaining momentum in the recovery process.
- Work the individual teams to solve problems. Act as the objective viewpoint to resolve conflicts and offer solutions
- Remove roadblocks and obstacles impeding the success of the various teams.
- Support or override decisions of individual team leaders, when necessary.
- Do everything within its power to restore services as quickly as possible.
- Make staffing and scheduling decisions regarding various work and activities.
- Ensuring orderly conduct and the direction of employees in an emergency.
- Identifying disabled (to include visual and hearing impairment) employees or residents within the building or area and ensuring the Workplace Emergency Response Plan (WERP) addresses their safety in emergencies.
- Checking for persons who may have been caught in dark spaces such as storerooms and restrooms;
- Ensure the shut down of the Central Office or larger building systems (HVAC example.)
- Ensuring that approvals are obtained and received for plans that require employees to remain behind during an evacuation to shut down or operate critical equipment.
- Document all activities.

After the Emergency:
- Work with the Recovery Team to ensure that buildings and systems are restored to full operational conditions.
- Continue communication, and issuance of resources for impacted residents; to include coordination of any new needed services resulting from the emergency.
- Replenish and maintain emergency and first aid supplies.
- Ensure the maintenance of all emergency equipment including fire extinguishers, lighting systems, smoke detectors, ventilation control, and alarm systems; having battery-powered flashlights/lanterns for use during power failures.
- Provide the fire department with keys to locked rooms, closets, secured areas, emergency devices, and equipment.
- Check the lock box for the fire department at all communities annually with the local responding fire station.
- Ensure emergency evacuation route diagrams are posted and update the floor/area arrangement, the number of floor occupants, and the location of exits as needed.
- Maintain a current list of personnel trained to render first aid and CPR and an active document with the location of first-aid equipment.

Support Services Team Responsibilities
The Emergency Support Teams will:

Directors will be responsible for leading and assisting support services. They will engage their teams and staff as needed and available.

The Community Development Initiatives Team will have the following responsibilities:

During the Emergency:
- Work with the management team and disaster recovery team to determine support staff needed to address the emergency situation.
- Contact and coordinate with necessary partners outside of SAHA to provide additional support, resources, or services.

After the Emergency:
- Document all resources, support or services provided by outside partners, and link partners to Public Affairs for ongoing communication and status of the emergency.
- Ensure any resources, support, or services needed resulting from the emergency, that may be ongoing, are provided by partners; obtain new partners if they are needed.

The Finance Team will have the following responsibilities:

During the Emergency:
- Work with the management team and disaster recovery team to determine business impact and loss of service to clients.
- Work with the IT recovery team to deploy key staff to maintain business continuity during disaster. Connect and run high impact business applications.

After the Emergency:
- Work with all recovery teams to ensure the purchase of all required equipment and services is authorized and completed without incident.
- Documents all costs, losses and interruptions of service as a result of the disaster.
- Document all interruption of business as a result of the disaster.
- Immediately contact insurance representatives regarding the disaster.
- Coordinate all insurance claims and payments and the continuation of service after the disaster.
- Communicate with vendors and customers, as appropriate, regarding the disaster.

The Human Resources Team will have the following responsibilities:

Before the Emergency:
- Ensure updated contact information for all employees to include personal phone numbers and/or personal email addresses
- Ensure emergency contact information is current and provided on a need to know basis

During the Emergency:
- Review alternative work schedules and alternative work sites and telecommuting arrangements
- Review transportation services
- Review temporary and new hire staffing needs

- Make a determination if current employees serve in first responder or military roles and may be called up for duty
- Collaborate with Finance and Accounting to Review Compensation Items to include:
    a. Hazard Pay
    b. Admin Pay
    c. Unemployment Compensation
- Review Leave Policies and Related Legislation
- Provide support services for the recovery teams. This may include providing local accommodations, food services, etc.

After the Emergency:
- Work with the Management Team to contact employees with regard to the status of the organization.
- Make determinations with regard to specific facilities being open for business.
- Contact all employees (not part of the recovery teams) with regard to the disaster.

IT Team will have the following responsibilities:
Teams link from IT DR plan

During the Emergency:
- Identify incidents as it pertains to systems operations, business impact or data loss.
- Notify the IT security team as it relates to security breaches, intrusion or virus detection.
- Identify loss of data, network, applications, internet or equipment.

After the Emergency:
- Gather Recovery teams as follows:
    a. Executive Management team
    b. Notify Communications/Public Affair Emergency Contact
    c. Notify General Services Emergency Contact
    d. Identify other relevant Recovery teams for the type of incident.
- Assess loss. Complete a damage assessment list, which will be used as a "To Do" list during the recovery process.
- If loss of data or security breach that impacts SAHA client data, notify Public Affairs to assist in the communication of the incident.
- Determine internet availability for key staff to access Google email, Google docs and other cloud provided services.
- Identify key staff to resume operations at co-location offsite facilities.
- Evaluate how non-damaged equipment may be used temporarily in place of damaged equipment with a higher priority for recovery.

- Contact external IT vendors for technical support to resume communication services, technical operations, connectivity or order new equipment where necessary. *See list below of External IT vendor service Support
- Order replacements. Place emergency orders for required equipment. Document the anticipated lead-time for each piece.
- Communicate all purchases with Procurement and Finance departments.
- Restore service to resources, in accordance with the prioritized recovery and business impact and tolerated down times.
- If Cyber Attack, notify the cyber insurance company.
- As it relates to this type of incident, notify the insurance company.
- Maintain communication with the Management Team.

The Public Affairs (Media) Team will have the following responsibilities:
During the Emergency:
- Serve as the agency lead for all communication activity; coordinating information with the Executive Team, the Emergency Operations Team, and Support Teams.
- Communicate appropriately with all local and regional media outlets, with regard to the disaster, the recovery process and the overall well being of the organization.
- Brief local, state, and federal elected officials on disaster and recovery efforts.
- Communicate agency response to four constituencies: SAHA staff, residents, elected officials, and the larger community/public.
- Update saha.org, SAHA social media channels to communicate any potential public health risks associated with the disaster.
- Use media outlets and communication channels to keep SAHA staff abreast of disaster.
- Communicate information as required to shareholders, business partners, etc.
- Coordinate and manage communications utilizing applicable software for emergency text and phone messages.

After the Emergency:
- Communicate information as required to shareholders, business partners, etc.
- Maintain the positive image of the organization throughout the recovery process.
- Buffer the recovery teams from outside media influence.

The Building Facilities Recovery Team will have the following responsibilities:
During the Emergency:
- Monitor operating status of mechanical systems.
- Actively communicate with building staff to keep them informed on mechanical systems.
- Identify hazards in the facility.
- Continue to provide or distribute emergency supplies.
- Deploy emergency resources.
- Provide physical assistance.

■ Report facility status and updates to other Emergency Response teams.

After the Emergency:
- ■ Determine which of the building's mechanical systems are damaged or out of operation.
- ■ Coordinate services with contract providers.
- ■ Communicate all purchases with the Procurement and Finance Department.
- ■ Systematically restore service(s) in accordance to prioritized recovery.
- ■ Coordinate cleanup operations.
- ■ Continue to provide or distribute emergency supplies.
- ■ Maintain communication with the Management Team.
- ■ Maintain communication with the IT Disaster Recovery Team.

The Risk Recovery Team will have the following responsibilities:

During the Emergency:
- ■ Identify and analyse all hazards associated with the emergency situation.
- ■ Provide support for the emergency with an all-hazards approach.
- ■ Maintain communication with all pertinent Disaster Recovery Teams.
- ■ Coordinate communication with San Antonio Fire Department, San Antonio Metro Health, Red Cross, and COSA Office of Emergency Management as needed; establish a link with Public Affairs for ongoing communication and status of emergency.
- ■ Set a course for action for making specified facilities safe for operation.
- ■ Set course of action to mitigate risk as it pertains to the type of disaster.
- ■ Set a course for action for making specified facilities safe for operation.
- ■ Assess Damage. Determine the safety of all locations involved in the disaster.
- ■ Work with the IT Recovery team to identify available alternatives. Relocate key staff to hot sites located at offsite co-location or cold sites located at one of the SAHA public housing properties equipped to provide emergency connectivity to the offsite co-location where agreements and secured access is available. Risk Management should have input into the requirement of the use of such facilities and their safety.
- ■ Engage emergency restoration services as needed to avoid further damages.

After the Emergency:

Casualty Loss Process
- ■ Report to the insurance carrier to file a claim and request adjuster for property loss.
- ■ Meet adjuster at loss site with Construction Services & Sustainability and Property Management to scope loss.
- ■ Engage experts as warranted - cause & origin experts, engineers, etc.
- ■ Track expenditures through and with Property Management, Procurement, Construction Services & Sustainability, and Finance.
- ■ Identify and analyse the hazards associated with the emergency.
- ■ Determine appropriate control measures to eliminate or reduce the impact of hazard.

- Conduct a post- emergency review of the effectiveness of the emergency plan.

The Safety and Security Department will have the following responsibilities:
During the Emergency:
- Work with the Operations Team for situational awareness. This consists of triaging the emergency to quickly classify the incident and assign a severity indicator. When vague information is provided, SAHA SOC needs to contact the officer(s) at the scene for real-time details. The operating cadence to discuss and take action needs to match the evolution of the crisis.
- Safety and security will place a priority on the following through coordination and support to the Operations Team:
    a. Protection of Human Life
        i. Assist Evacuation or shelter in place: move all persons to a place of safety.
        ii. Personal protection: Ensure that persons who must remain in a threatened area are as well-protected as possible.
        iii. Rescue and Relief: Coordinate a ready means of support and assistance for injured persons.
    b. Prevent or minimize personal injury.
    c. Reduce exposure of assets.
    d. Optimize loss control for assets whose exposure cannot be reduced.
    e. Restore normal operations as quickly as possible.

After the Emergency:
- Document all activities.
    a. Evaluate (for patterns to prioritize and respond).
    b. Process requests for police reports via the Security Help Log protocol and provide the report to the department requesting copies.
- Analyze incidents using the SAHA Security Department Workflow Process - Standard Operating Procedures, group according to the UCR (Uniform Crime Report) taxonomy across the individual communities across the entire agency.
- Crowdsource information from multiple Security Daily Activity Reports, police reports and anecdotal information from various sources to move beyond tracking the incident, to addressing and resolving the incidents.
- Build awareness between SAHA staff and SAPD specialized assets (Repeat Offender Program Enforcement, Street Crimes, Fugitive Task Force, etc.).
    a. Educational component provides a clear expectation to move the incident through the workflow process, expected timeline of each stage and how the performance was measured, as it relates to crime control initiatives.
- Post emergency collection of metrics, analysis, and action. The collection, integration, analysis, interpretation and presentation of this information provides a historical, current

and predictive view of security operations, and the use of this information through extraction, analysis and reporting to support better business decision making.

    a. Measures single-point-in-time views of specific incidents to compare to a predetermined baseline of two or more measurements taken over time.

    b. Communicate information to Data Portals (convert data to actionable information by analyzing the metrics): An important metric during the triage process is the amount of time between the date the incident was reported to the date it was provided to Security to identify areas of improvement.

    c. Escalating an incident; when incidents require a more in-depth look, it gets processed for further exploration. SAHA SOC looks beyond the number of incidents to better understand what happened and how to take action.

    d. Notifications & assigning tasks - Move incidents through the workflow process to ensure that the proper parties are notified when action is required. All information is received, reviewed, analyzed and archived.

    e. Measure, Report & Repeat: Within the incident workflow, SAHA SOC measures the overall effectiveness and impact of crime control initiatives. The workflow process provides high-level summaries with metrics that are meaningful.

The Data Administration team, will have the following responsibilities:

During the Emergency:
- Provide data support to Emergency Operations Teams.
- Monitor requests for data needs, and provide data or reports in coordination with the Public Affairs Team.

After the Emergency:
- Collect and record any data that may have been processed by not recorded during the emergency.
- Continue to monitor requests for data needs, and provide the requested data or reports in coordination with the Public Affairs Team.

The External Services Recovery/Vendor Team will have the following responsibilities:
- Assist the IT Recovery team to assess loss. Determine which of the above resources is damaged or out of operation. Complete the damage assessment checklist, which will be used as a "To Do" list during the recovery process.
- Identify available alternatives. If power is out, identify backup generator availability. If internet service is down, identify potential internet connectivity availability via mobile Broadband alternatives, home internet or co-location facility.
- Contact service providers to have service restored.
- Communicate to communication service providers of bandwidth, internet connectivity and phone service to have service restored.
- Communicate all interruption of service to the Finance team for insurance purposes.

- Communicate all interruption of service to the Communication and Public Affairs department to communicate to staff, clients and media.
- Restore service to resources, in accordance with prioritized recovery.
- Move key staff to co-location or offsite DR sites to establish connectivity to backup systems.
- Maintain communication with the Management Team.

IV. DIRECTION AND CONTROL

A. General

All SAHA staff will work through their individual Chain of Command, and Executive Leadership will be made aware of emergency situations.

Support Service Teams will respond as needed and appropriate.

V. TRANSITION LEVELS

I. Emergency Operations

- A local, state or national emergency order is declared by government officials.
- There is an immediate threat to the health and safety of clients and/or staff:
    - If the emergency is health-related, guidance will be used from the San Antonio Office of Emergency Management, San Antonio Metro Health, Texas Department of Health and the Centers for Disease Control and Prevention, and FEMA.
- Utilities (Power and Water) Emergencies may include shut-off or an unusable/unsafe resource, emergency will be communicated by the Utility provider and action will be determined based on the response provided by the Federal, State, or City emergency authorities.
- COVID-19 Modified Operations.

II. Modified Operations (High Readiness)

- Highest awareness and monitoring of conditions and resources.
- Staffing is grouped based on interaction with clients, and ability to maintain operations via telework.
- Groups will be defined as a "Team" and staff will be assigned to an appropriate team:
    - Resident related occupations will need to be prioritized for activation.
- Monitor any regulatory changes, and determine impact to Administrative Plans, Admission and Occupancy Plan, Regulatory Agreements, Loan Agreements, and Operational SOPs.
    - Track temporary changes to regulations, to include evictions moratorium and rental assistance for delinquency status.
- Monitor modified client operations activities; work orders, make ready services, and leasing.
- Monitor implementation and usage of modified SAHA staff uniform, and dress code:

- Process and expectations for staff working remotely.
- Monitor modified building operations.

III. Increased
- Heightened awareness, and monitoring of conditions.
- Response teams will be notified of pending conditions, and any changes of status.
- Emergency response may move into early activation:
    - Prepare for the disaster by communicating information to staff and residents ahead of time, especially about the need to evacuate.

IV. Routine
- All SAHA staff will maintain general awareness and non-specific monitoring of conditions.
- Ensure that property maps, and relevant resident data is updated.
- Readiness actions may include regular situation monitoring, a review of plans and resource status, and determining staff availability.

Deactivation
- Formal shift from emergency response, business continuity efforts to standard business priorities and focus.
- Reassignment of staff and resources to routine business.
- Review of operations and evaluation of continuity management performance.

VI. ADMINISTRATION AND SUPPORT

A. Reports
- Initial Emergency report. This short report should be prepared and transmitted by the Emergency Operations Team lead, or designee, when an on-going emergency appears likely to worsen and assistance may be needed from Emergency Support Teams, or outside entities.

- Situation report. A daily briefing will be held as the emergency is ongoing, the timing for ongoing situation reports will be determined by the severity, mitigation, or abatement of the emergency. Briefings or reports should be prepared and distributed by the Emergency Operations Team lead, or designee, during major emergencies or disasters.

- Other Reports. Other reports may be necessary and prepared as needed or requested:
    a. Recovery report.
    b. Current Units Offline:
        i. Ongoing Management or Maintenance (property level)
        ii. Asset management or Construction activity (support team)
    c. Finance incidence or emergency cost report
    d. Media coverage

B. Records
1. Records Keeping for Emergency Operations
A. Activity Logs

      a. Activation of emergency operations
      b. Notification of communication
      c. Significant changes in the emergency situation
      d. Request of resources from other sources, vendors, or partners
      e. Evacuations and Relocation
      f. Casualties - Property, Person, Possessions
      g. Containment or termination of the emergency incident

B. Incident Costs. All departments will maintain records summarizing the use of personnel, equipment and supplies during the response to day-to-day incidents to obtain an estimate of annual emergency response costs that can be used in future budget preparation.

C. Emergency or Disaster Costs. For major emergencies or disasters all departments participating the emergency response will maintain detailed costs for the following emergency operations to include but not limited to:

      a. Personnel costs, especially overtime
      b. Equipment Operations costs
      c. Cost for leased or rented equipment
      d. Costs for contracted services to support emergency operations
      e. Cost of specialized supplies expended for emergency operations
      f. Evacuation and relocation costs

These records may be used to recover costs from the responsible party or insurance or as a basis for requisitioning financial assistance for certain allowable response and recovery costs from the state and/or federal government agencies.

2. Preservation of Records
a) SAHA will follow the records management guidelines for the length of time records related to emergencies will be kept.

b) If records are damaged during an emergency situation, SAHA will seek professional assistance to recover, restore, and preserve them.

C. Contact Information
1. Emergency Phone Numbers - Vendors. In the event of an emergency a list of approved vendors has been collected and will be updated as vendors or contact information changes.

D. Training

It is understood that emergency situations may occur with little or no warning. In order to avoid confusion or panic, training will be held for staff and residents before emergency events occur.

1. **SAHA Staff**

   It is the responsibility of each department to ensure that agency personnel are trained, and have the capacity for any position or action they are asked to perform. It is the responsibility of both leaders and frontline staff to be able to perform their duties in a continuity environment (i.e. one in which SAHA is faced with an interruption of normal operations for an unknown period of time).   Staff should be cross-trained and vertically-training to be able to carry out the functions of their peers and the person above or below them.
   - SAHA staff will be required to attend training as directed by their supervisor, and it is the responsibility of each department to ensure that their staff is trained.

   A. Training Areas:
      a. Business/emergency response plan
         i. Communication training
         ii. Data administration
      b. Shelter in Place, and Evacuation Procedures to include; identification of persons with special needs, emergency contacts, medical or social services to provide delivery of necessary services, and coordination of relocation.
      c. Disaster drills to familiar staff with proper procedures
      d. Trauma Informed Care training

2. **Residents**

   Residents must be adequately trained regarding disaster procedures to maintain their health and safety during and after catastrophic events. To achieve this SAHA will conduct workshops to familiarize residents with appropriate disaster procedures:

   A. Workshop and Training Areas:
      a. Emergency response plan; to include engagement with resident and resident groups to ensure they are familiar with any expected disaster response.
      b. Importance of providing emergency contact information and usage of medical alert devices (bracelet, necklace, or other).
      c. Communication training to cover communication approaches such as local media, social media, and direct staff contact information.
      d. Disaster drills and simulations to familiarize residents with proper procedures
      e. Trauma Informed Care.
      f. Shelter locations for natural disasters like tornadoes, earthquakes, or hurricanes, including identification of appropriate signage indicating shelter spaces or resources..

g. Evacuation Procedures to include; notification of emergency contacts, medical or social service needs, and contingency for residents that decline evacuation or relocation.

h. Emergency resources that could be prepared in advance if needed, and the locations of emergency supplies such as water, flashlight and batteries if made available to residents.

E. Post-Incident and Exercise Review

An After Action Report (AAR) will be written with input from all appropriate participants. An improvement plan will be developed based on deficiencies identified, and an individual, department or work group will be assigned for correcting the deficiency with a due date for the completion of corrections.