Arrow Academy Charter School
School Safety Committee Meeting
Tuesday, September 23, 2025 at 4:45 PM
Save Our Streets Ministries Workshop
1730 Groesbeck St, Bryan, TX 77803

A regular meeting of the School Safety Committee will be held on Tuesday, September 23, 2025 at 4:45 PM. The meeting will be held at Save Our Streets Ministries Workshop located at 1730 Groesbeck St, Bryan, TX 77803.

The subjects to be discussed or considered or upon which any formal action may be taken are listed below. Items do not have to be taken in the order shown on the meeting notice.

1. Call to Order
2. Establishment of Quorum
3. Approval of minutes from June 11, 2025 (pg.2)
4. Action Items
    a) Multi-hazard Emergency Operations Plan (pg. 3-46)
    b) Active Threat for Schools Annex (pg. 47-66)
5. Good of the Order
    a) Future Meetings (Subject to Change)
        i. January 2026 (Spring Meeting)
        ii. June 2026 (Summer Meeting)
6. Adjourn meeting

This notice was posted in compliance with the Texas Open Meetings Act on the Arrow Academy website and in the front window of the Arrow Academy office located at 1730 Groesbeck St, Bryan, TX 77803.

Rico Sedeño Committee Chair

The School Safety and Security Committee may meet in closed session to discuss matters that could reveal confidential information in accordance with Chapter 551 of the Texas Government Code, Sections 551.076, 551.089.

Arrow Academy Charter School
School Safety Committee Meeting
Tuesday, September 23, 2025 at 4:45 PM
Save Our Streets Ministries Workshop
1730 Groesbeck St, Bryan, TX 77803

1. **Call to Order**
   The School Safety Committee meeting was called to order by Rico Sedeño at 5:00 PM

2. **Establishment of Quorum**
   Rico Sedeño, Audrey Sanders, David Shellenberger, Sam Smith, and Tony Bloom, were the committee members present. Jessica Lambert, Mindy Douglas, Michael Moore, and Curt MacKey were also in attendance.

3. **Approval of Minutes**
   Rico Sedeño called for a motion to approve the previously distributed minutes from the Summer Safety Meeting held on June 11, 2025. David Shellenberger motioned, and Sam Smith seconded. A vote was initiated, and the motion carried.

4. **2024-2025 Intruder Detection Audit**
   Rico Sedeño presented information about the 2024-2025 Intruder Detection Audit information for Arrow Academy. All three campuses were visited: Harvest and Liberation Academy passed the audit with no corrective actions, and SOS had one corrective action. The corrective action plan was submitted and accepted on April 01, 2025. No motions were presented.

5. **Cybersecurity**
   Rico Sedeño presented information about Arrow Academy having a strong cybersecurity profile, with 10 consecutive months of clean scans and no vulnerabilities detected. Ongoing best practices, including monthly scans, staff training, and regular updates, ensure the academy remains ahead of emerging threats. No motions were presented.

6. **Professional Guard Patrol reports**
   Rico Sedeño presented information about the Professional Guard Patrol and creating a safe environment at Harvest Preparatory Academy with zero incident responses required. Their professionalism and reliability have made them a trusted security partner, and we will continue the partnership for the 2025–2026 school year. Looking ahead to 2026–2027, PGP has indicated a cost increase, and competitive quotes will be gathered at that time. No motions were presented.

7. **Schedule Next Meeting**
   a. The date for the next safety meeting will be scheduled for September and communicated to all Board members and the operations team.

8. **Adjourn meeting**
   The meeting was adjourned at 5:20 PM.

Audrey N. Sanders, Ed.D.
Superintendent

Rico Sedeno, M.Ed.
Director of Safety

ARROW ACADEMY

Multi-hazard
Emergency Operations Plan

September 2025

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

Formal Adoption Statement

ARROW ACADEMY and its stakeholders expect that schools remain safe havens for education. However, ARROW ACADEMY cannot predict exactly when and where an emergency incident is going to happen. This unpredictability means that every campus, and all staff, must be prepared to ensure efficient and effective operations and response efforts for any emergency incident. Through emergency management, the district plan helps to ensure that ARROW ACADEMY continues to provide a safe, orderly learning environment for every student and every campus. ARROW ACADEMY emergency management process embraces state and federal standards and proven practice.

This plan is known as ARROW ACADEMY Multi-hazard Emergency Operations Plan (EOP). The plan and supporting documents provide the framework that outlines the district’s intended approach to managing emergency incidents of all types and should not be regarded as a performance guarantee. It represents a conceptual framework for consistent and coordinated multi-agency response during a major event and is supported by collaboration, training, and exercise.

ARROW ACADEMY Superintendent is responsible for approving and ensuring the formal adoption of this plan, which supersedes and rescinds all previous ARROW ACADEMY emergency operation plans. It is designed for use alongside local, regional, state, and federal emergency management plans. The district EOP and related appendices, including individual campus emergency preparedness plans, are reviewed annually by all affected and impacted departments, and updated at least every three years on a schedule consistent with the District Audit Review as set forth in Texas Education Code Chapter 37.108 or as district policy changes dictate.

In the event that any portion of this EOP or supporting documents are held invalid by judicial or administrative review, such ruling shall not affect the validity of the remaining portions of the plan. The Superintendent changes to this plan. Revisions and recertification will be signed by the Superintendent.

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

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Audrey N. Sanders, Ed.D.
Superintendent

Record of Changes

Record of Changes and Annual Review

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

Record of Changes and Annual Review Table

Change Number	Date of Change (mm/dd/yyyy)	Name of Person Updating or Reviewing	Title of Person Updating or Reviewing	Summary of Significant Changes and Annual Review
1	9/5/2023	Rico Sedeno	Chief Operating Officer	Updated Attachments
2	10/16/2023	Rico Sedeno	Chief Operating Officer	Updated Annex
3	12/13/2023	Rico Sedeno	Chief Operating Officer Chief Operating Officer	EOP Annual Review Conducted
4	5/15/2024	Rico Sedeno	Chief Operating Officer	Updated EOP reviewed basic plan and added appendixes
5	8/22/2024	Rico Sedeno	Chief Operating Officer	Updated EOP to reflect 2024 format.
6	9/11/2024	Rico Sedeno	Director of Safety	Annual Review by District Operations Committee. No significant revisions were recommended.
7	10/02/2024	Rico Sedeno	Director of Safety	Updated Committee Meeting Dates. Updated
8	10/15/2024	Rico Sedeno	Director of Safety	Updated Providing Maps and Walkthroughs to First Responders
9	1/6/2025	Rico Sedeno	Director of Safety	Updated the Emergency Management Agency Information
10	1/6/2025	Rico Sedeno	Director of Safety	Added a Hazard Analysis for Save Our Streets
11	1/9/2025	Rico Sedeno	Director of Safety	Updated Providing Maps and Walkthroughs to First Responders
12	1/17/2025	Rico Sedeno	Director of Safety	Updated Providing Maps and Walkthroughs to First Responders
13	9/4/2025	Rico Sedeno	Director of Operations	Updated District Hazard Analysis
14	9/23/2025	Rico Sedeno	Director of Operations	Annual Review by the District

Record of Distribution

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

Record of Distribution Table		
Name of Person Receiving	**Name of District or Agency Receiving**	**Delivery Date** (mm/dd/yyyy)
Campus Principals	School Main Office	08/21/2024
Campus Principals	School Main Office	08/21/2024
Campus Principals	School Main Office	08/21/2024
Campus Principals	School Main Office	9/5/2025
Campus Principals	School Main Office	9/5/2025
Campus Principals	School Main Office	9/5/2025

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SECTION 1.0 – Purpose, Scope, and Objectives

A. Purpose

The purpose of this Multi-hazard Emergency Operations Plan (EOP) is to educate and inform the district about actions to follow before, during, and after an emergency incident by outlining the responsibilities and duties of administrators, faculty, staff, substitutes, students, response and coordinating agencies, and the whole community. The purpose of this EOP is to minimize the loss of life and damage to property. As a result, it identifies emergency operations, practices, collaboration, responsibilities, and general considerations for facilities and campuses within the district. This EOP has been designed to meet the specific and individual needs, capabilities, and circumstances found throughout the district.

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

- Prevention
- Mitigation
- Preparedness
- Response
- Recovery

B. Scope

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

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

C. Objectives

ARROW ACADEMY Multi-hazard Emergency Operations Plan is a framework that supports the district’s overall educational mission. The overall objectives of the Basic Plan are to:

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

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

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

Section 2.0 – Authority and Guidance

Texas Education Code 12.104(b)(3)(v) states “an open-enrollment charter school is subject to school safety requirements under Texas Education Code 37.108.” This Basic Plan is developed under the authority of Texas Education Code 37.108(a) that states “each school district or junior college district shall adopt and implement a Multi-Hazard Emergency Operations Plan for use in the district’s facilities. The plan must address prevention, mitigation, preparedness, response, and recovery.” It aligns with federal, state, and local guidelines, and provides the framework for coordinating response efforts during an emergency incident. All actions and decisions outlined within this plan are guided by the principles set forth in the **National Response Framework** and the **Guide for Developing High-Quality School Emergency Operations Plans**, ensuring a structured and compliant response to any emergency event.

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

SECTION 3.0 – District Hazard Analysis

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

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

SECTION 4.0 – SITUATION OVERVIEW AND ASSUMPTIONS

A. Situation Overview

The situation overview provides an effective response to an emergency incident. This Multi-hazard Emergency Operations Plan (EOP) may be activated in part or in whole, as necessary, by the Superintendent or designee.

This plan is to prevent or mitigate the effects of hazards that may affect the district. The district is located within: Save Our Streets: Brazos County, Bryan; Harvest Preperatory Academy: Harris County, Houston; Liberation Academy: Fort Bend County, Meadows Place

All locations are serviced by Education Service Center (ESC) 6.

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

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

1. Plan Organization

There are three components to ARROW ACADEMY EOP:

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

Plan Organization Table

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

2. Individuals with Access and Functional Needs

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

3. Facilities and Campuses

   ARROW ACADEMY has a total of three (3) facilities. The district has zero (0) high school, zero (0) middle school, zero (0) intermediate school and 3 elementary school. A master list of facilities is available at Harvest Preperatory Academy. A map of each facility annotated with evacuation routes, shelter locations, fire alarm pull stations, fire alarm control panel stations, fire standpipe connections, fire hydrants, fire extinguishers, first aid kits, bleeding control stations, automated external defibrillators (AEDs), hazardous materials storage, server rooms, mechanical rooms, electrical rooms, and utility shutoffs is included in the Facilities Access Management Annex.

   The district's current enrollment is approximately 438 students. The district staff comprises approximately 81 employees including district office staff, faculty, administrators, support staff, cafeteria staff, custodial staff, maintenance staff, and transportation staff.

ARROW ACADEMY Instructional Facilities
(real property that is used predominantly for teaching curriculum)
as of 8/12/2025

Name of Facility	Street Address	City	State	Zip Code
Liberation Academy	11600 W. Airport Blvd.	Meadows Place	TX	77477
Harvest Preparatory Academy	17770 Imperial Valley Dr.	Houston	TX	77060
Save Our Street	1700 Groesbeck St.	Bryan	TX	77803

ARROW ACADEMY Non-Instructional Facilities
(real property that is not primarily used for teaching curriculum)
as of 8/12/2025

Name of Facility	Street Address	City	State	Zip Code

4. Portable Building Safety

ARROW ACADEMY currently has two (2) portable buildings as defined in Texas Administrative Code 61.1036. All portable buildings meet the school safety requirements specified within Texas Administrative Code, 61.1031 and are incorporated in the district's Multi-hazard Emergency Operations Plan to include emergency incidents, drills, and exercises, ensuring the safety of students in portable buildings in accordance with Texas Education Code 37.108(f)(3).

5. Resources

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

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

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

B. Assumptions

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

- This EOP is intended to provide guidance but does not imply performance guarantees. ARROW ACADEMY may deviate from this plan, as necessary.

- Those district members, as well as responding and coordinating agencies listed in the Record of Distribution, acknowledge receipt, review, and intend to use this plan during an emergency incident.

- All facilities and campuses have created site-specific plans addressing their identified hazards.

- Students, faculty, staff, and substitutes are empowered to assess the seriousness of a situation and respond accordingly, which may prevent an emergency incident from occurring.

- An emergency incident such as a fire, gas leak, or hazardous material spill could occur without warning. Faculty, staff, and substitutes should not wait for directions from local response agencies before activating this EOP, thus protecting lives and property.

- Probable or developing conditions may result in leadership making the decision to delay or cancel events to avoid potential injury or loss of life if conditions should evolve into an emergency incident.

- Emergency incident management will be conducted in a manner consistent with the principles contained in the U.S. Department of Homeland Security National Incident Management System (NIMS) doctrine.

- ARROW ACADEMY is prepared to take initial response actions until help from responding agencies is available.

- Upon arrival, a member of a responding agency (law enforcement, fire, etc.) may assume the Incident Commander (IC) position or establish a Unified Command (UC) depending on the emergency incident.

- An intentional threat against the district will result in security and law enforcement response actions.

- A quick and appropriate response will reduce the number and severity of injuries.

- A large-scale emergency incident requires an effective and coordinated response between the district, whole community, and response agencies resulting in minimizing public concern; assisting in recovery efforts; and reducing the impact on students, faculty, staff, and substitutes.

- During an emergency incident, faculty, staff, and substitutes are expected to perform tasks beyond their daily duties.

- Utilities (water, electrical power, natural gas, telephones, radio systems, cell towers, information systems) may be interrupted due to an emergency incident.

- Buildings, major roads, overpasses, bridges, and local streets may be damaged. Individuals may become stranded on campus due to unsafe traveling conditions.

- ARROW ACADEMY will continue to be exposed to and subject to the impact of those hazards described in the hazard analysis as well as lesser hazards and others that may develop in the future.

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

- Emergency incidents may result in one or more of the following:
  - Damage or destruction to public and private property.
  - Damage or destruction to public and private records.
  - Displacement of people and families.
  - Disruption of local services (sanitation, emergency medical services, fire, and police).
  - Disruption of utilities (electric, gas, internet, telephone, and water) and daily life activities.
  - Impacts on the environment.
  - Injury or loss of life.
  - Shortages of temporary or permanent housing.
  - Social and economic disruption.

- Achieving and maintaining effective district, whole community, and individual preparedness is the primary mitigating factor against disasters and can reduce the immediate stress on the public and response organizations.

- Proper mitigation actions can prevent or reduce disaster related loss. Detailed emergency planning, training of emergency responders and other personnel, and conducting periodic emergency drills and exercises can improve our readiness to deal with emergency situations.

- The district formally adopted and implemented the National Incident Management System (NIMS).

Section 5.0 – Concept of Operations

A. Approach to Emergency Management

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

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

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

B. Emergency Operations Organization

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

C. Emergency Training

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

1. **Drills:** A preparedness activity designed to train individuals to respond effectively during an incident when loss of life or property is at risk. Per Texas Education Code 37.114, Texas Administrative Code 103.1209, and state and federal best practices, every school year campuses shall schedule and complete required drills and evaluate the drill effectiveness.

   The Emergency Drill Table contains each legislatively mandated emergency drill with the definition and frequency in accordance with Texas Administrative Code 103.1209.

Emergency Drill Table		
Definitions are found at Texas Administration Code 103.1209.		
Drill	**Definition**	**Frequency**
Secure	A response action schools take to secure (close, latch, and lock) the perimeter of school buildings and grounds during incidents that pose a threat or hazard outside of the school building. This type of drill uses the security of the physical facility to act as protection to deny entry.	One per school year.
Lockdown	A response action schools take to secure (close, latch, and lock) interior portions of school buildings and grounds during incidents that pose an immediate threat of violence inside the school. The primary objective is to quickly ensure all school students, staff, and visitors are secured away from immediate danger.	Two per school year (once per semester).
Evacuation	A response action schools take to quickly move students, faculty, substitutes, and staff from one place to another. The primary objective of an evacuation is to ensure that all individuals can quickly move away from the threat.	One per school year.
Shelter-in-place (for either severe weather or hazmat)	A response action schools take to quickly move students, staff, and visitors indoors, for an extended period of time, because it is safer inside the building than outside. For severe weather, depending on the type and/or threat level (watch versus warning), affected individuals may be required to move to rooms without windows on the lowest floor possible or to a weather shelter. Examples of a shelter-in-place for hazmat drill include train derailment with chemical release or smoke from a nearby fire.	One per school year for severe weather. One per school year for hazmat.
Fire evacuation	A method of practicing how a building would be vacated in a fire. The purpose of fire drills in buildings is to ensure that everyone knows how to exit safely as quickly as possible.	School districts and open-enrollment charter schools should consult with the local authority having jurisdiction (e.g., fire marshal) and comply with its requirements and recommendations. If a district does not have a local authority, it shall conduct four per school year (two per semester).

2. **Exercises:** A preparedness training activity designed to practice and assess, in a more realistic setting, the actions of individuals responding to an incident when loss of life or property are at risk. Per Texas Administration Code 103.1211(b), local education agencies (including school districts and open-enrollment charter schools), are not required to conduct active threat exercises; however, should a district choose to conduct an active threat exercise, the district shall ensure the exercise meets requirements specified within Texas Education Code 37.1141.

D. Five Phases of Emergency Management

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

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

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

Prevention Actions Table
ARROW ACADEMY identified the following actions for the prevention phase of emergency management.
Follow procedures for Bullying Prevention according to Texas Education Code 37.0832(c).
Cyberbullying prevention includes faculty, staff, and substitute training with updated legislation and procedures.
Anonymous Incident and Bullying Reporting Online.
Pandemic virus and influenza sanitation measures include routine E-misting of buildings.
Building access control procedures including cameras and call in stations.
Student and staff ID system.
Visitor badging.
Conduct unauthorized Intruder Training.
Update camera system.
Unannounced Intruder Detection Audits.
Complete a Safety and Security Audit for state accountability every three years and present the findings to the board of trustees as required.

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

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

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

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

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

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

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

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

E. Physical and Psychological Safety

The physical safety of students, faculty, staff, substitutes, and the whole community during an emergency incident is addressed throughout each annex. In addition to physical safety, ARROW ACADEMY EOP ensures provisions for supporting the psychological safety of students, faculty, staff, substitutes, and the whole community during the response and recovery phase following a disaster or emergency. These provisions are aligned with programs and research-based practices in accordance with Texas Education Code 37.108 and in alignment with Texas Education Code 38.351.

This EOP, in compliance with Texas Education Code 37.108(f)(6)(B), includes strategies for ensuring any required professional development training for suicide prevention and grief-informed and trauma-informed care is provided to appropriate school personnel. For additional information regarding physical and psychological safety, refer to the Psychological Resilience Annex.

SECTION 6.0 – Assignment of Responsibilities

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

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

Roles and Responsibilities for Emergency Management Phases Table

Prevention Phase

Responsible Role	Actions and Responsibilities
Superintendent	Assume responsibility for emergency management planning.
	Identify individuals whose responsibilities are to support emergency management.
	Provide guidance for the direction and control of an emergency incident according to NIMS and the district's EOP.
	Communicate with the School Safety and Security Committee regarding the objectives and priorities for emergency management.
Principal(s)	Assume responsibility for emergency management on their campus.
	Take steps to ensure the safety of students, faculty, staff, and substitutes.
Policy Committee	Provide policy and strategic guidance.
	Ensure adequate resources are available.
Legal Department	Create formal agreements with agencies and whole community organizations to ensure the district has access to required resources.
	Protect, maintain, and store essential records in accordance with legal requirements.
Instructional Specialist	Take steps to ensure the safety of students, faculty, staff, and substitutes.
Admin. Assist	Organize first aid and medical supplies.

Mitigation Phase	
Responsible Role	**Actions and Responsibilities**
Superintendent	Assume responsibility for emergency management planning.
	Identify individuals whose responsibilities are to support emergency management.
	Provide guidance for the direction and control of an emergency incident according to NIMS and the district's emergency management.
	Communicate with the School Safety and Security Committee regarding the objectives and priorities for emergency preparedness.
Principal(s)	Assume responsibility for emergency management on their campus.
	Take steps to ensure the safety of students, faculty, staff, and substitutes.
Policy Committee	Provide policy and strategic guidance.
	Ensure adequate resources are available.
Legal Department	Create formal agreements with agencies and whole community organizations to ensure the district has access to required resources.
	Protect, maintain, and store essential records in accordance with legal requirements.
Instructional Specialist	Take steps to ensure the safety of students, faculty, staff, and substitutes.
Admin. Assist	Organize first aid and medical supplies.

Preparedness Phase	
Responsible Role	**Actions and Responsibilities**
Superintendent	Assume responsibility for emergency management planning.
	May designate an individual to serve as the emergency management coordinator who oversees emergency management.
	Identify individuals whose responsibilities are to support emergency management.
	Approve and ensure formal adoption of the Multi-hazard Emergency Operations Plan (EOP).
	Approve all significant changes to this EOP.
	Provide guidance for the direction and control of an emergency incident according to NIMS and the district's emergency management.
	Establish a line of succession for decision making during an emergency incident.
	Ensure this EOP is reviewed annually.
	Communicate with the School Safety and Security Committee regarding the objectives and priorities for emergency management.
	Take steps to ensure the safety of students, faculty, staff, and substitutes.
	Participate in drills, exercises, and trainings.

Principal(s)	Develop campus site-specific emergency operation plans.
	Assume responsibility for emergency management on their campus.
	Take steps to ensure the safety of students, faculty, staff, and substitutes.
	Participate in drills, exercises, and trainings.
Counselor(s)	Take steps to ensure the safety of students, faculty, staff, and substitutes.
	Participate in drills, exercises, and trainings.
Instructional Specialist	Take steps to ensure the safety of students, faculty, staff, and substitutes.
	Participate in drills, exercises, and trainings.
Admin. Assist	Participate in drills, exercises, and trainings.
Public Information Officer (PIO)	Create and maintain an updated media roster with contact information for local media outlets listed in the Emergency Communications Annex.
	Prepare and deliver accurate messages in a timely and professional manner.
	Participate in drills, exercises, and trainings.
School Safety and Security Committee	Participate in development and implementation of emergency plans addressing the specific needs for each facility and campus.
	Provide the board of trustees and administration with recommendations to update the EOP according to the best practices identified by the Texas Education Agency (TEA), the Texas School Safety Center (TxSSC), or an individual in the Registry maintained by the TxSSC.
	Provide information required to complete the safety and security audit, audit report, or others reports submitted to the TxSSC.
	Ensure a Safety and Security Audit has been conducted for all facilities at least once every three years, in compliance with Texas Education Code 37.108(b).
	Ensure a Safety and Security Audit Report is submitted to the board of trustees.

Preparedness Phase

Responsible Role	Actions and Responsibilities
School Safety and Security Committee (continued)	Review reports submitted to the TxSSC to ensure accuracy, completion, and criteria established regarding all district facilities.
	Consult with local law enforcement agencies for increased presence near campuses.
	Ensure bleeding control stations are present and easily accessible.
	Meet as required by Texas Education Code 37.109(c).
	Attend Psychological First Aid Training.
Policy Committee	Provide policy and strategic guidance.
	Ensure adequate resources are available.
Transportation Department	Participate in drills, exercises, and trainings
Maintenance Department	Develop plans for surveys and report on the condition of buildings.
	Participate in drills, exercises, and trainings.
	Develop plans for inventorying existing food and supplies.

Food Service Department	Participate in drills, exercises, and trainings.
Legal Department	Create formal agreements with agencies and whole community organizations to ensure the district has access to required resources.
	Participate in drills, exercises, and trainings.

Response Phase	
Responsible Role	**Actions and Responsibilities**
Superintendent	Activate this EOP, in part or in whole, to provide for an effective response to an emergency incident.
	Provide policy and strategic guidance.
	Ensure adequate resources are available.
	Establish a line of succession for making district decisions during an emergency incident.
	Assign a district representative, with decision-making authority, to the Emergency Operations Center (EOC) to support and coordinate district activities during the whole community response to an emergency incident.
	Provide guidance for the direction and control of an emergency incident according to NIMS and the district's emergency management.
	Advise the board of trustees on emergency incidents and provide reports as needed.
Principal(s)	Take steps to ensure overall safety of students, faculty, staff, and substitutes.
	Assume responsibility for the emergency management response on their campus.
Instructional Specialist	Take steps to ensure the safety of students, faculty, staff, and substitutes.
	Assist with the reunification of students with parents or guardians.
Admin. Assist	Administer first aid or emergency treatment, as needed.
	Supervise those trained to provide first aid to others.
Teachers	Remain with students until directed otherwise.
	Take attendance of their class when relocating to a safe location.
Public Information Officer (PIO)	Assume responsibility as the official spokesperson for the district during an emergency incident.
Policy Committee	Keep elected officials and other executives informed of situations and decisions.
Transportation Department	Develop plans to recall bus drivers.
	Develop plans to adjust bus routes.
Maintenance Department	Develop plans for surveys, and report on the condition of buildings.
Food Service Department	Develop plans for inventorying existing food and supplies.
Legal Department	Create formal agreements with agencies and whole community organizations to ensure the district has access to required resources.
	Protect, maintain, and store essential records in accordance with legal requirements.

Recovery Phase	
Responsible Role	**Actions and Responsibilities**
Superintendent	Advise the board of trustees on emergency incidents and provide reports as needed.
	Participate in after-action reviews.
Principal(s)	Take steps to ensure overall safety of students, faculty, staff, and substitutes.
	Assume responsibility for the emergency management response on their campus.
	Participate in after-action reviews.
Instructional Specialist	Take steps to ensure the safety of students, faculty, staff, and substitutes.
Admin. Assist	Organize first aid and medical supplies.
	Take steps to ensure the safety of students, faculty, staff, and substitutes.
Teachers	Take steps to ensure the safety of students, faculty, staff, and substitutes.
Public Information Officer (PIO)	Prepare and deliver accurate messages in a timely and professional manner.
	Participate in after-action reviews.
Policy Committee	Inform elected officials and other executives of situations and decisions.
Transportation Department	Ensure condition of transportation buildings, buses, and drivers.
	Adjust bus routes.
Maintenance Department	Develop plans for surveys, and report on the condition of buildings.
	Participate in after-action reviews.
Food Service Department	Develop plans for inventorying existing food and supplies.
	Participate in after-action reviews.
Legal Department	Create formal agreements with agencies and whole community organizations to ensure the district has access to required resources.
	Protect, maintain, and store essential records in accordance with legal requirements.
	Participate in after-action reviews.

A. General Information

Direction refers to the guidance, leadership, and decision-making that are provided to the incident management team. Direction sets priorities, establishes objectives, and ensures resources are allocated appropriately. It involves making strategic decisions based on situational awareness, ensuring that the response remains focused on achieving the incident's objectives.
Control refers to the process of monitoring and managing the execution of the incident response. It ensures that the response is being carried out as planned and within established parameters. This includes overseeing the performance of all involved parties, assessing progress, and adjusting tactics or resources as necessary to meet objectives.

The Superintendent will provide guidance for the direction and control of an emergency incident. The district should implement the **Incident Command System (ICS)** to manage the emergency incident:

1. The first ICS trained individual to arrive at the emergency incident scene will serve as the Incident Commander (IC) until relieved by the appropriate responding agency.
2. The IC will have the ability to expand or contract the ICS structure as necessary during the emergency incident.
3. The ICS structure is the district organization that will be used involving all emergency incidents on district property.
4. The IC will establish an Incident Command Post (ICP), assign individuals to fill positions to effectively respond to the emergency incident, direct the on-scene response from the ICP, and provide an assessment of the situation (situation report, etc.) to district officials and responding agencies.
5. When an emergency incident expands beyond the district's response capabilities, multiple agencies may respond bringing with them their own IC. As a result, the district IC, and all other agency ICs, come together under a Unified Command (UC) to make collaborative decisions and coordinate an effective response.
6. If the first IC is a district employee, that individual will be prepared to become a member of the UC and represent the district.

If an emergency incident impacts the whole community, the local office of emergency management may activate their **Emergency Operations Centers (EOCs)** to manage the response efforts. Upon request, a district representative with decision-making authority may support the EOC to support and coordinate district activities.

B. Chain of Command

In accordance with Texas Education Code 37.108(f)(1), the district has established the following line of succession for making district decisions during an emergency incident.

1. Primary – Superintendent
2. Secondary – Director of Operations
3. Tertiary or more (if needed) – Principal

C. Agency Coordination

In accordance with Texas Education Code 37.108(a)(5), ARROW ACADEMY has measures in place to ensure coordination with the Department of State Health Services (DSHS), local emergency management agencies, law enforcement, health departments, and fire departments in the event of an emergency. When possible, these agencies will also be included in district drills, exercises, trainings, and after-action reviews.

Response Agencies		
Agency	**Agency Point of Contact**	**Phone Number**
Texas Department of State Health Services (DSHS)		512-776-7111
Local Health Department	Harvest Preperatory Academy: a. Public Health Region 6/5S Headquarters; b. Houston (City of) Department of Health Liberation Academy: c. Fort Bend County Department of Health and Human Services Save Our Streets: d. Public Health Region 7 Headquarters, Temple, TX; e. Brazoria County Health Department	a. (713) 767-3000 b. (832) 393-5169 c. (281) 238-3233 d. (254) 778-6744 e. (979) 864-1484
Law Enforcement Agency(s)	a. Harvest: Houston Police Department – Greenspoint b. Liberation: Meadows Place Police Department c. Save Our Streets: Bryan Police Department	a. (832) 394-4900 b. (281) 983-2900 c. (979) 209-5300
Local Fire Department (City or County)	a. Harvest: Houston Fire Station 84/ EMS, b. Liberation: Stafford Fire Rescue Station 3/ EMS c. Save Our Streets: Bryan Fire Department Station/ EMS	a. (832) 394-4270 b. (281) 208-6984 c. (979) 209-5960
Local Office of Emergency Management (OEM)	Harvest and Liberation: Houston Office of Emergency Management Save Our Streets: Byran Office of Emergency Management	(713) 884-4500 (979) 587-6541

SECTION 8.0 – Public Information Officer

The district Public Information Officer (PIO) is the official spokesperson for the district. The PIO maintains an updated media roster that contains the contact information for each local media outlet listed in the Communications Annex. The PIO is responsible for delivering accurate messages in a timely and professional manner.

The PIOs additional responsibilities include, but are not limited to:

- Develop accurate, accessible, and timely information for use in press and media briefings or dissemination via social media.
- Monitor information from traditional and social media that is useful for incident planning and forwards it as appropriate.
- Understand any limits on information release.
- Obtain the Incident Commander’s approval of news releases.
- Conduct media briefings.
- Arrange for tours and other interviews or briefings.
- Create information about the incident available to incident personnel.
- Participate in planning meetings.
- Identify and implement rumor control methods.

SECTION 9.0 – Administration and Support

A. Purchasing

ARROW ACADEMY follows established purchasing policies to include, but not limited to:

- Overseeing all financial activities during an emergency incident, including purchasing resources.
- Arranging contracts for services.
- Tracking all hazard related expenses.
- Timekeeping for personnel.
- Verifying compliance with applicable laws and policies for financial coding.
- Submitting forms for reimbursement.
- Preserving all emergency incident-related documentation.

ARROW ACADEMY is a political subdivision of the State of Texas and operates under specific legal requirements for the procurement of goods and services. The district is a tax-exempt entity and will supply tax-exempt verification upon request. The purchasing process is outlined in a separate district document titled, “Insert district’s purchasing document title.”

B. Reporting

Situational reports will be completed daily and distributed by members of the Incident Command Post (ICP) and, as requested, by the Incident Commander (IC) during the emergency incident

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

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

C. Recordkeeping

The Superintendent should ensure all applicable records for emergency management operations are obtainable, and that duplicate records are held at alternate locations.

1. The following records may be kept during an emergency incident and retained in the manner described in the district’s record management policy such as:

    a. Records related to purchases.
    b. Activation, deactivation, or significant changes of emergency incident policies, procedures, resources, services, and personnel.
    c. Long-term resources or requests for additional resources through formal agreements or contracts.

2. Records can be easily damaged during an emergency incident. Efforts may be made to protect records to resume daily operations. These records include, but are not limited to, legal documents, student files, and faculty and staff files.

3. Essential records are for responding to an emergency or disaster; necessary to resume or continue operations; protect the health, safety, property, and rights of residents and citizens; require a significant number of resources to reconstruct; and document the history of communities and families. The essential functions of your organization determine what records are essential.

SECTION 10.0 – Development and Maintenance Process

The following process has been established to ensure this Multi-hazard Emergency Operations Plan (EOP) is continuously developed and maintained to provide guidance during all phases of emergency management.

- After-action reviews (AARs) may be conducted by the district following every drill, exercise, planned event, and emergency incident. An AAR captures feedback on what went right, and what went wrong; gathers information and perspectives to create lessons learned; generates recommendations for the next drill, exercise, planned event, or emergency incident; and becomes a catalyst for updating the current EOP. An improvement plan (IP) should follow an AAR and is used to ensure corrective actions are continually monitored and implemented as part of improving preparedness.

- The current EOP will be reviewed annually by the Safety and Security Committee, response agencies, and internal and external stakeholders having roles and responsibilities mentioned in this EOP. This annual review has been completed by the Superintendent’s designee. This review process also includes AAR feedback captured from the previous annual review.

- Once the annual review has been completed, minor edits (grammar or spelling changes) require no notification to stakeholders. Significant changes (changes in guidelines, roles, or responsibilities) will be tracked in an updated version of this EOP and distributed to all relevant stakeholders for a period of review and comment.

- At the end of the review and comment period all significant changes will be recorded in the **Record of Changes and Annual Review Table**. The Record of Changes and Annual Review Table verifies the EOP has been reviewed annually. The terms “Review,” “Revise,” or “Update” may be used when annotating the summary of significant changes. The word “annual” may be used if no significant changes were made to the current EOP annual reviews.

- The annually updated EOP will be forwarded to the Superintendent for the Superintendent’s pen and ink or digital certificate-based signature with the day, month, and year on the Formal Adoption Statement.

- The Record of Distribution indicates who receives each version of this EOP. Specifically, the Record of Distribution is updated to identify the receipt, review, and intent to use this EOP during an emergency incident by internal and external stakeholders responsible for assisting the district during all phases of emergency management.

SECTION 11.0 – Explanation of Terms

A. Acronyms

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

B. Definitions

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

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

Agreements: Consist of contracts, interlocal agreements, memoranda of understanding, or mutual aid agreements between the district, responding agencies, and whole community organizations to ensure resources are available during an emergency incident.

Chain of Command: The line of authority and responsibility.

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

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

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

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

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

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

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

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

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

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

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

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

Interlocal Agreement: Written formal agreements between two governmental entities made in accordance with Texas Government Code Title 7, Chapter 791, that are often binding and include performance expectations. These agreements essentially act like contracts between government entities.

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

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

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

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

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

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

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

Superintendent: The educational leader and the chief executive officer of the school district

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

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

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

Whole Community: Also known as whole community approach, a means by which residents, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests.

SECTION 12.0 – Attachments

Attachment 1: District Hazard Analysis

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

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

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

The total score allows the district to evaluate, emphasize, and address gaps specific to the district.

Arrow Academy Hazard Analysis Tool
Harvest and Liberation (Houston Campuses)

Natural Hazards (acts of nature)	Readiness Time (0-4)	Probability (0-4)	Health and Life Safety (1-5)	Impact to Property (0-4)	Impact Duration to District Continuity (0-4)	Final Score
Animal Attack (wildlife)	0	1	3	0	0	**4**
Communicable Disease	1	3	4	0	1	**9**
Earthquake	2	1	2	1	1	**7**
Extreme Temperatures (Hot or Cold)	1	4	3	1	1	**10**
Flooding (river or tidal)	1	2	2	2	3	**10**
Hailstorms	2	2	2	1	1	**8**
Hurricane/Tropical Storm	1	3	3	2	3	**12**
Lightning	2	3	2	1	1	**9**
Pandemic	1	3	3	1	3	**11**
Severe Winds (Storm /High Winds)	1	3	2	2	1	**9**

Tropical Depression	1	3	2	2	2	**10**
Winter Weather (Storm/Ice Storm)	1	3	2	2	2	**10**
Technological Hazards (accidents or the failures of systems and structures)	**Readiness Time (0-4)**	**Probability(0-4)**	**Health and Life Safety(1-5)**	**Impact to Property(0-4)**	**Impact Duration to District Continuity(0-4)**	**Final Score**
Contaminated Food Outbreak	1	1	3	0	1	**6**
Fire	1	1	2	2	1	**7**
Fuel Shortage	1	2	2	2	1	**8**
Hazard Release - Chemical	1	1	3	2	1	**8**
Information Technology Disruption	3	1	1	2	1	**8**
Pipeline Explosion / Release	2	1	1	1	1	**6**
Transportation Accident	4	2	3	2	1	**12**
Utility Interruption (school infrastructure)	1	2	1	1	1	**6**
Water Contamination	1	1	1	1	1	**5**
Human Caused Hazards (adversarial)	**Readiness Time (0-4)**	**Probability (0-4)**	**Health and Life Safety (1-5)**	**Impact to Property (0-4)**	**Impact Duration to District Continuity (0-4)**	**Final Score**
Active Shooter / Assailant	4	1	4	3	4	**16**
Blunt Force Attack	4	1	4	1	1	**11**
Bomb or Explosive Device	4	1	4	3	4	**16**
Chemical Attack	2	1	4	3	3	**13**
Civil Disturbance	1	1	4	3	2	**11**
Cyber Attack	4	1	4	1	2	**12**
Domestic Violence & Abuse	3	1	3	0	1	**8**

Sharp Object Attack (stabbing, slashing)	4	1	2	0	1	**8**
School Violence (Bullying)	3	1	2	0	1	**7**
Vehicle Ramming	4	1	2	1	1	**9**

Arrow Academy Hazard Analysis Tool
Save Our Streets (Bryan, TX)

Natural Hazards (acts of nature)	**Readiness Time (0-4)**	**Probability (0-4)**	**Health and Life Safety (1-5)**	**Impact to Property (0-4)**	**Impact Duration to District Continuity (0-4)**	**Final Score**
Animal Attack (wildlife)	0	1	3	0	0	**4**
Communicable Disease	1	3	4	0	1	**9**
Earthquake	2	1	2	1	1	**7**
Extreme Temperatures (Hot or Cold)	1	4	3	1	1	**10**
Flooding (river or tidal)	1	1	2	1	3	**8**
Hailstorms	2	2	2	1	1	**8**
Hurricane/Tropical Storm	1	3	2	1	3	**10**
Lightning	2	2	1	1	1	**7**
Pandemic	1	3	3	1	3	**11**
Severe Winds (Storm /High Winds)	1	3	2	2	1	**9**
Tropical Depression	1	3	1	1	2	**8**
Winter Weather (Storm/Ice Storm)	1	3	2	2	2	**10**
Technological Hazards (accidents or the failures of systems and structures)	**Readiness Time (0-4)**	**Probability(0-4)**	**Health and Life Safety(1-5)**	**Impact to Property(0-4)**	**Impact Duration to District Continuity(0-4)**	**Final Score**
Contaminated Food Outbreak	1	1	3	0	1	**6**
Fire	1	1	2	2	1	**7**
Fuel Shortage	1	1	2	2	1	**7**
Hazard Release - Chemical	1	1	3	2	1	**8**
Information Technology Disruption	3	1	1	2	1	**8**

Pipeline Explosion / Release	2	1	1	1	1	**6**
Transportation Accident	4	2	3	2	1	**12**
Utility Interruption (school infrastructure)	1	2	1	1	1	**6**
Water Contamination	1	1	1	1	1	**5**

Human Caused Hazards (adversarial)	**Readiness Time (0-4)**	**Probability (0-4)**	**Health and Life Safety (1-5)**	**Impact to Property (0-4)**	**Impact Duration to District Continuity (0-4)**	**Final Score**
Active Shooter / Assailant	4	1	4	3	4	**16**
Blunt Force Attack	4	1	4	1	1	**11**
Bomb or Explosive Device	4	1	4	3	4	**16**
Chemical Attack	2	1	4	3	3	**13**
Civil Disturbance	1	1	4	3	2	**11**
Cyber Attack	4	1	4	1	2	**12**
Domestic Violence & Abuse	3	1	3	0	1	**8**
Sharp Object Attack (stabbing, slashing)	4	1	2	0	1	**8**
School Violence (Bullying)	3	1	2	0	1	**7**
Vehicle Ramming	4	1	2	1	1	**9**

Attachment 2: Formal Agreements

A. Resources and Services Needed by the District

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

District Resource and Service Table

Agency	Type of Agreement	Resource(s)
Harvest Church	Lease Contract	Reunification site
Sugar Grove Church	Lease Contract	Reunification site
Save Our Streets Ministries	Lease Contract	Reunification site
United Bus Transportation	Contract	Bus Transportation

B. Resources and Services Needed by Agencies

The district has the following formal agreements (contracts, interlocal agreements, memoranda of understanding, or mutual aid agreements) with agencies (volunteer organizations, non-government organizations (NGOs), private sectors, etc.) to ensure they have access to needed district resources, goods, services, and personnel during an emergency incident impacting the whole community.

Agencies and Whole Community Table

Agency	Type of Agreement	Resource(s)

Attachment 3: School Safety and Security Committee

Although additional agencies may be added, in accordance with the Texas Education Code 37.109(a-1) and to the greatest extent practicable, the School Safety and Security Committee Members will include the following (see the compliant agency information in the School Safety and Security Committee Members Table):

School Safety and Security Committee Members Table
Additional Requirements for Charter Schools

Agency	Name	Position or Title
City or County's Office of Emergency Management	Jeanelle Johnson	Emergency Management
Local Police Department or Sheriff's Office	TBD	
District Police Department	N/A	
President of the Board of Trustees	David Shellenberger	Board President
Board of Trustees	Carmen Maxwell Myrna Lopez Sam Smith Tony Bloom	Board Member Board Member Board Member Board Member
Superintendent or President	Audrey Sanders	Superintendent
Designees of the Superintendent or President	Rico Sedeno Richard Bradford	Director of Operations Teacher
A member of the District's Governing Body	David Shellenberger	Board Member
First Parent or Guardian	Jeremy Alderete	Parent
Second Parent or Guardian	TBD	TBD
Regional Representative(s)	TBD	TBD

In accordance with Texas Education Code 37.109(c), except as otherwise provided in the Code, the School Safety and Security Committee shall meet at least once during each academic semester and at least once during the summer. The committee is subject to the Texas Government Code, Chapter 551, has the freedom to meet in executive session as provided by that chapter, and posts notice of their committee meetings in the same manner as notice of a meeting of the board of trustees. The School Safety and Security Committee Meeting Schedule include data concerning the previous year's meetings. ARROW ACADEMY academic calendar:

Fall Semester (Term 1): 08/12/2025 – 12/19/2025
Spring Semester (Term 2): 01/06/2026 - 05/28/2026
Summer: 06/01/2026 - 08/14/2026

Record of Safety and Security Committee Meetings	
Meeting Date (mm/dd/yyyy)	**Meeting Time**
8/23/2023 (Summer)	5:00 PM
12/13/2023 (Fall)	5:00 PM
05/15/2024 (Spring)	5:00 PM
8/21/2024 (Late Summer)	5:00 PM
10/16/2024 (Fall)	5:00 PM
03/19/2025 (Spring)	5:00 PM
06/10/2025 (Summer)	5:00 PM
09/17/2025 (Fall)	4:45 PM
1/21/2026 (Spring)	4:45 PM
06/17/2026 (Summer)	4:45 PM

Attachment 4: Safety and Security Audits

A Safety and Security Audit has been conducted for all facilities at least once every three years in compliance with Texas Education Code 37.108(b) and (c). ARROW ACADEMY, or a person included in the registry established by the Texas School Safety Center (TxSSC) under Texas Education Code 37.2091, who was engaged by the district to conduct a Safety and Security Audit, followed the Safety and Security Audit procedures developed by the Texas School Safety Center in coordination with the commissioner of education. A Safety and Security Audit Report has been submitted to the board of trustees and signed by the Superintendent and the board of trustees in compliance with Texas Education Code 37.108(c)(1).

Safety and Security Audits Table

Date Audit Conducted (mm/dd/yyyy)	**Agency or Consultant Conducting the Audit**	**Name of Person Conducting the Audit**	**Date Audit Report Submitted to the Board of Trustees** (mm/dd/yyyy)	**Place an "X" if the same Agency or Consultant Conducted the Audit and developed the district's EOP**
08/17/2022	Arrow Academy	Rico Sedeno	08/24/2022	X
08/01/2025	Arrow Academy	Rico Sedeno	8/20/2025	X

Attachment 5: Distribution of Emergency Maps and First Responders Walkthroughs

Accurate emergency response maps of each district campus and school building that were developed and documented in accordance with the standards related to developing site and floor plans, access control, and exterior door numbering have been provided to the Texas Department of Public Safety (TxDPS) and all appropriate local law enforcement agencies and emergency first responders (Police, Fire, EMS) in compliance with Texas Education Code 37.108(f)(9) and 37.117(1).

Maps submitted through the Texas DPS Emergency Response Map Submission Page.

Emergency Response Map Certification

Date Provided Map (mm/dd/yyyy)	**Agency Receiving Map**	**Agency Staff Name Receiving Map**
01/06/2025	Tx DPS - Bryan	Sgt. Justin Ruiz
01/06/2025	Bryan Police Department	Sgt. Benson Kilgore
01/06/2025	Bryan Fire/EMS	Jeanelle Johnson
01/07/2025	Tx DPS - Houston	Robert Saunders
01/17/2025	Houston Police Department	Capt. Samanda Rubin
9/5/2025	Texas Department of Public Safety (SOS)	P-20250905-00007 (Online Report Number)
9/5/2025	Texas Department of Public Safety (Liberation)	P-20250905-00008 (Online Report Number)
9/5/2025	Texas Department of Public Safety (SOS)	P-20250905-00009 (Online Report Number)

ARROW ACADEMY has provided an opportunity to conduct a walkthrough of each district campus and school building to the Texas Department of Public Safety and all appropriate local law enforcement agencies and emergency first responders (Police, Fire, EMS) using the district provided map, in compliance with Texas Education Code 37.108(f)(9) and 37.117(2).

A walkthrough by the Texas Department of Public Safety may be requested through Texas DPS Contact a Trooper.

Walkthrough Certification Statement		
Date Walkthrough Offered (mm/dd/yyyy)	**Agency Contacted**	**Agency Staff Name Contacted**
October 11, 2024	Accept 10/8/2024	Bryan Police Department
October 25, 2024	Accept 10/25/2024	Meadows Place Police Department
January 9, 2025	Accept 1/14/2025	Tx DPS – Houston
January 16, 2025	Accept 1/16/2025	Bryan Fire/EMS
January 17, 2025	Accept 1/17/2025	Houston Police
July 15, 2025	Accept June 23, 2025	Houston Fire and EMS

SECTION 13.0 – Annexes
The district has established the following table as annexes for the district EOP.

Annex Table			
Name	**Description**	**Date of Change (mm/dd/yyyy)**	**Page**
Active Threat for Schools	This annex establishes the policies and procedures under which the district will operate in the event of an active threat incident by addressing planning and operational actions for the five phases of emergency management.	9/9/2025	45 - 66
Communicable Disease	This annex establishes the policies and procedures under which the district will operate in the event of a communicable disease incident by addressing planning and operational actions for all five phases of emergency management.		
Continuity of Operations Plan (COOP)	This annex describes how a district will ensure the continuation of essential functions during an emergency and its aftermath.		
Cybersecurity	This annex establishes the policies and procedures under which the district will operate in the event of a cybersecurity incident by addressing planning and operational actions for the five phases of emergency management regarding actual or potential cyber-related threats and attacks to the district.		
Communications	This annex establishes the district's policies and procedures to manage communications during an emergency affecting operations. This will include Preparedness, Response, and Recovery regarding emergency communications within the school district.		
Evacuation and Shelter-in-Place	This annex establishes the policies and procedures under which the district will operate if an incident requires evacuation or shelter-in-place operations by addressing planning and operational actions for multiple phases of emergency management. This will include preparedness, response, and recovery regarding evacuation and shelter-in-place operations within the school district.		
Facilities Access Management	This annex establishes the policies and procedures under which the district will operate to provide facilities access management support for a hazard or special event by addressing planning and operational actions for the five phases of emergency.		

Hazardous Materials	This annex establishes the policies and procedures under which the district will operate in the event of an incident involving hazardous materials (Hazmat) by addressing planning and operational actions for all five phases of emergency management.		
Psychological Resilience	This annex establishes the policies and procedures under which the district will conduct psychological safety operations by addressing planning and operational actions for the preparedness, response and recovery phases of emergency management.		
Reunification	This annex establishes the policies and procedures under which the district will conduct reunification operations for the rejoining of students with their respective parents or guardians after an incident.		
Severe Weather	This annex establishes the policies and procedures under which the district will operate in the event of a severe weather incident by addressing the planning and operational actions for four of the five phases of emergency management: mitigation, preparedness, response, and recovery. Prevention will not be covered in this annex because severe weather hazards are acts of nature and cannot be prevented; however, they can be planned for.		
Training and Exercise	This annex establishes the policies and procedures under which the district will operate to provide training and exercise support for the district. This annex is strictly a policy and guidance document for the district, and therefore, does not address the five phases of emergency management.		
Utilities	This annex establishes the policies and procedures under which the district will respond to potential or actual disruptions in utility services at district facilities by addressing planning and operational actions for the five phases of emergency management.		

ARROW ACADEMY
Active Threat for Schools Annex

September 2025

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

Section 1 – Purpose and Scope

1.1 Purpose

This annex establishes the policies and procedures under which the district will operate in the event of an active threat incident by addressing planning and operational actions for the five phases of emergency management (prevention, mitigation, preparedness, response, and recovery).

1.2 Scope

This annex is meant to address district planning for an active threat incident and applies to the whole district community and all district property.

Section 2 – General Information

2.1 Hazard Overview

The US Department of Homeland Security defines an active shooter as "…an individual actively engaged in killing or attempting to kill people in a confined and populated area…" (n.d.). This definition is applicable to all forms of active killers, regardless of the weapon used.

2.2 District Specific Hazard Analysis

ARROW ACADEMY identifies the following active threats as high priority.

Active Shooter

An attack that involves an assault with firearms to kill or attempt to kill people in a confined and populated area. An Active Shooter Appendix to this Active Threat for Schools Annex includes specific actions taken before, during, and after an active shooter incident.

Arsonist Attack

An attack that employs fire as a weapon with the intent to destroy, damage, or cause injury to people.

Biological Attack

Intentional release of a pathogen (disease causing agent) or biotoxin (poisonous substance produced by a living organism) against humans, plants, or animals. An example of a biological attack may be as simple as throwing bodily fluids on another person or other people to cause the spread of a virus.

Blunt Force Attack

A blunt force attack involves use of a dull, firm surface or object. A blunt force attack may involve attacks with easily accessible items (brick, large rock, baseball bat, etc.).

Bomb or Explosive Device

An attack to harm others with a bomb or improvised explosive device. A bomb may look as harmless as a coffee cup or as obvious as a pipe bomb with a timer. Bomb threats may be received by telephone, written message, in person, or by electronic means.

Chemical Attack

The spreading of toxic chemicals with the intent to do harm. A chemical attack is not specific only to the military. A common household item such as bleach may be used to attack a person to incapacitate them.

Diversionary Attack

Used to draw focus away from the intended primary target of an attack and may be used as part of a complex or multipronged attack. An example of a diversionary attack may be an arsonist attack in the school gym to screen for a vehicle ramming attack at the school fire evacuation area.

Radiological Attack

A radiological attack spreads radioactive material with the intent to do harm. An example of a radiological attack is a "Dirty Bomb" which is a radiological device used to disperse radioactive material over a targeted area through an explosion.

Sharp Object Attack

An attack that involves the use of a sharp, bladed, or pointed object used as a weapon intended to harm others. An example of a sharp object may be a knife or an axe.

Vehicle Ramming

A kinetic attack in which a perpetrator intentionally uses a motor vehicle as a weapon, aiming it at a target or targets, with the intent to cause fatal injuries or significant property damage through forceful impact.

2.3 Active Shooter Policy

ARROW ACADEMY includes an active shooter as a specific district hazard risk in accordance with Texas Education Code 37.108(g) and the Active Shooter Appendix to this Active Threat for Schools Annex includes specific tasks taken before, during, and after an active shooter incident. The ARROW ACADEMY Active Shooter Appendix must be in direct coordination with the ARROW ACADEMY Active Shooter Policy.

2.4 Hazard Detection and Warning

ARROW ACADEMY acknowledges that districts across the country are equally at risk for an active threat incident; therefore, the risk for a campus is unpredictable. Consequently, it is difficult to determine an individual's risk for harming themselves or others without the assistance of a comprehensive Multi-Tiered System of Support (MTSS), which includes threat assessment and case management. MTSS is one of six student support components within Texas Education Agency's Safe and Supportive School Program (SSSP). Additional information is available in the ARROW ACADEMY Psychological Safety Annex.

Threat Assessment Team

ARROW ACADEMY has a threat assessment team(s), consistent with Texas Education Code 37.115. Threat assessment team operations are rooted in best practices established by the United States Secret Service National Threat Assessment Center and are guided by state legislation. The threat assessment team is a multidisciplinary group that meets regularly to assess two distinct categories of behavior: concerning and prohibited. The threat assessment team maintains a low threshold for intervention and may offer resources from the MTSS to assist in the prevention and de-escalation of threats.

ARROW ACADEMY's threat assessment team strives to prevent violence and provides support to district community members in crisis before an individual poses a threat to themselves or others. The threat assessment team reviews observed and reported concerning prohibited behaviors objectively to assess the risk to the school community. The team maintains a record of these reviews within its case management system. ARROW ACADEMY acknowledges that a key goal of threat assessment is to distinguish between *making* a threat and *posing* a threat.

ARROW ACADEMY's district policy for School Behavioral Threat Assessment (SBTA) contains more specific information regarding threat assessment, including parent notification and records retention.

Detecting Suspicious Activity

ARROW ACADEMY uses the following methods to detect suspicious activity on campuses:

- Continuous monitoring of security cameras.
- Staff and student reporting through an anonymous tip line or app.
- Regular security patrols by school resource officers or campus security personnel.
- Controlled access points with visitor check-in procedures.
- Social media monitoring by school safety personnel.
- Training staff to recognize and report behavioral warning signs.
- Collaboration with local law enforcement for intelligence sharing.

2.5 Hazard-Related Expense Tracking

ARROW ACADEMY's Finance Department oversees all financial activities within all phases of emergency management including purchasing necessary materials, tracking emergency incident costs, arranging contracts for services, timekeeping for emergency responders, submitting documentation for reimbursement, and recovering school records.
Additional duties may include:

- Develop and implement a monitoring system to track expenses, financial losses, and secure all records.
- Track all hazard-related expenses for state and federal reimbursement, auditing and record keeping.
- Processing overtime and extra duty pay for staff responding to an emergency.
- Ensuring compliance with grant funding requirements during response and recovery.
- Maintaining up-to-date financial records for continuity of operations.
- Establishing emergency purchasing procedures and vendor agreements in advance.
- Assisting in the preparation and submission of documentation for insurance claims.

2.6 Portable Building Safety

In compliance with Texas Education Code 37.108(f)(3), ARROW ACADEMY utilizes the following measures to ensure the safety and security of students in portable instructional buildings during an active threat incident:

- Entrances to portable buildings remain locked.
- Exterior doors are equipped with quick-lock mechanisms accessible from the inside.
- Staff assigned to portable buildings are provided with two-way radios or direct communication access to the main office.
- Emergency response maps clearly indicate the location and number of portable buildings.
- Portable buildings are included in campus-wide threat drills and lockdown procedures.
- Designated safe zones or hardened shelter-in-place areas are identified within or near portable buildings.
- Surveillance cameras are positioned to monitor access points and walkways to and from portable buildings.
- Covered walkways are clearly marked with emergency signage and are well-lit for visibility.
- Emergency go-kits and lockdown materials are maintained inside each portable building.

2.7 Individuals with Access and Functional Needs

In compliance with Texas Education Code 37.108(f)(4), ARROW ACADEMY utilizes the following measures to ensure the safety and security of students and district personnel with access and functional needs during an active threat incident, drills and exercises approved by the district:

- All faculty, staff, and substitutes are trained in evacuation procedures to properly assist individuals with access and functional needs.
- Designated staff members are assigned to support specific students or personnel during emergencies.
- Emergency drills include scenarios involving individuals with mobility, sensory, or cognitive challenges.

- Evacuation chairs or mobility-assistive devices are pre-positioned in key areas of multi-story buildings.
- Campus maps identify accessible evacuation routes and designated safe areas.
- Visual and auditory emergency alert systems are installed and tested regularly.
- School nurses and special education staff participate in emergency planning and exercises.

2.8 Anonymous Reporting

In compliance with Texas Education Code 37.220(b)(3), ARROW ACADEMY utilizes the following measures to ensure students and school personnel can anonymously report suspicious, dangerous, violent, or unlawful activity that occurs or is threatened to occur on school property or that relates to a student or school personnel:

- Texas Crime Stopper fliers have been posted in all school common areas and classroom information boards within the district so faculty, staff, substitutes, or students can anonymously report suspicious or potentially dangerous activity.
- Implementation of an anonymous tip line available by phone, text, and web submission.
- Regular promotion of reporting tools during school announcements, newsletters, and assemblies.
- Distribution of flyers and posters across campuses that include QR codes linking to the anonymous reporting platform.
- Encouragement of student involvement through peer-led safety programs and student advisory teams.
- Collaboration with local law enforcement to ensure reported tips are quickly assessed and respond.
- Integration of anonymous reporting systems with district crisis intervention or behavioral threat assessment teams.

Section 3 – Incident Command System (ICS)

3.1 Incident Command Designation:

ARROW ACADEMY will designate an Incident Commander for an active threat incident.

- The ARROW ACADEMY Incident Commander for an active threat is the Superintendent, If the superintendent is unavailable then follow the 3.2 Incident Command System (ICS) Org Chart (below). The Superintendent is the singular decision maker and will have the ability to expand or contract the ICS structure as necessary during the incident.

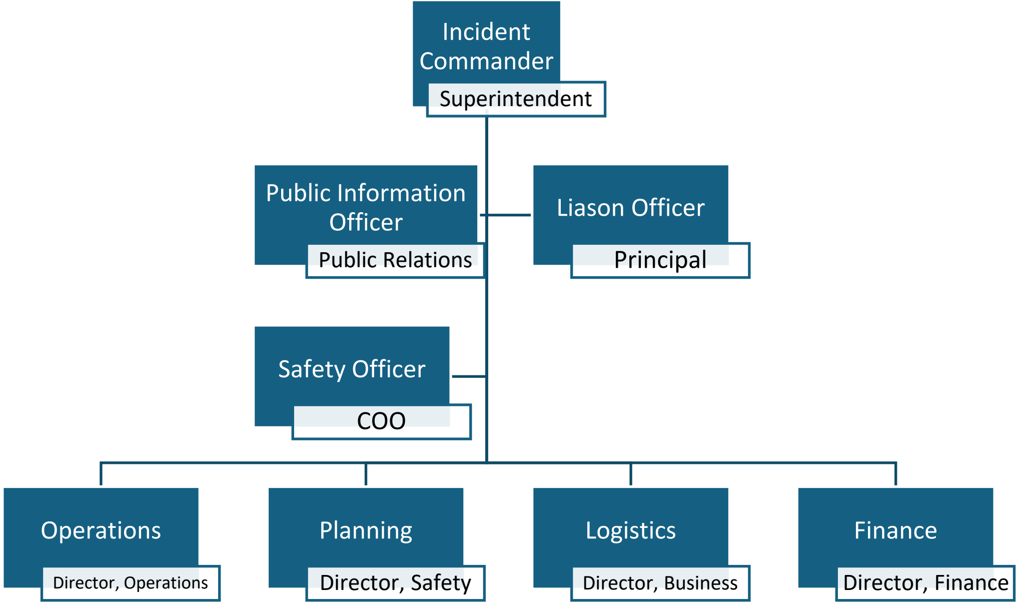
3.2 Public Information Officer (PIO):

ARROW ACADEMY designated a Public Information Officer (PIO) that is the official spokesperson for the district. The PIO maintains an updated media roster that contains the contact information for each local media outlet listed in the Communications Annex. The PIO is responsible for delivering accurate messages in a timely and professional manner.

The PIO's additional responsibilities may include, but are not limited to:

- Developing accurate, accessible, and timely information for use in press and media briefings or dissemination via social media platforms.
- Monitoring information from traditional and social media platforms is useful for incident planning and forwards it as appropriate.
- Understanding any limits on information release.
- Obtaining the Incident Commander's approval of news releases.
- Conducting media briefings.
- Arranging tours and other interviews or briefings.
- Creating information about the incident for incident personnel.
- Participating in planning meetings.
- Identifying and implementing rumor control methods.

3.2 Incident Command System (ICS) Org Chart:


Incident Commander
Superintendent
Public Information Officer
Public Relations
Liason Officer
Principal
Safety Officer
COO
Operations
Director, Operations
Planning
Director, Safety
Logistics
Director, Business
Finance
Director, Finance

Liaison Officer Role

- Act as a point of contact for agency representatives.
- Monitor incident operations to identify current or potential inter-organizational issues.
- Maintain a list of assisting and cooperating agencies and agency representatives.
- Assist in setting up and coordinating interagency contacts.
- Participate in planning meetings and provide current resource status, including limitations and capabilities of agency resources.
- Provide agency-specific demobilization information and needs.

Safety Officer Role

- Identify and mitigate hazardous situations.
- Stop and prevent unsafe acts.
- Create and maintain the incident Safety Plan.
- Prepare and communicate safety messages and briefings.
- Review the Incident Action Plan (IAP) for safety implications.
- Assign assistants qualified to evaluate special hazards.
- Initiate preliminary investigation of accidents within the incident area.
- Review and approve the Medical Plan.
- Participate in planning meetings to address anticipated hazards associated with future operations,

Operations Section Chief Role

- Manage tactical operations.
- Determine strategies and tactics for incident operations.
- Ensure safety of tactical operations.
- Oversee the Operations Section’s central role in the incident action planning process.
- Supervise execution of the Operations Section’s assignments in the IAP.
- Request additional resources to support tactical operations.
- Approve release of resources from operational assignments.
- Make or approve expedient changes to the IAP.
- Maintain close contact with the Incident Commander, subordinate Operations personnel, and other agencies involved in the incident.

Planning Section Chief Role

- Collect and manage incident-relevant operational data.
- Supervise/facilitate incident planning activities.
- Supervise preparation of the IAP.
- Provide resources input to the Incident Commander and Operations Section in preparing the IAP.
- Reassign out-of-service personnel within the ICS organization, as appropriate.
- Compile and display incident status information.
- Establish information needed and report schedules for units (e.g., Resources Unit, Situation Unit).
- Determine need for specialized resources.
- Establish specialized data collection systems as necessary (e.g., weather).
- Assemble information on alternative strategies.
- Provide periodic predictions on incident potential.
- Report significant changes in incident status.
- Oversee preparation of the Demobilization Plan.

Logistics Section Chief Role

- Manage all incident logistics.
- Provide facilities, transportation, communications, supplies, equipment maintenance and fueling, food, and medical services for incident personnel and all off-incident resources.
- Identify known or anticipated incident service and support needs.
- Request additional resources, as needed.
- Provide the Logistics Section's input to the IAP.
- Ensure and oversee development of traffic, medical, and communications plans, as needed.
- Oversee demobilization of Logistics Section and associated resources.

Finance and Administration Section Chief

- Manage financial aspects of an incident.
- Provide financial and cost analysis information, as requested.
- Ensure compensation and claims functions are addressed relative to the incident.
- Develop an operational plan for the Finance/Administration Section and submit requests for the section's supply and support needs.
- Maintain daily contact with cooperating and assisting agencies on finance matters.
- Ensure that personnel time records are completed accurately and transmitted to the appropriate agency/organization.
- Ensure the accuracy of all obligation documents initiated at the incident.
- Brief agency administrative personnel on incident-related financial issues needing attention or follow-up.
- Provide input to the IAP.

Section 4 – Actions and Responsibilities

District Actions and Responsibilities	
Prevention Phase **Safeguard against consequences unique to an active threat incident.**	
District Actions	**Responsible Role**
Security Measures for the Detection of Suspicious Persons:	
Security camera systems, monitored by campus personnel, survey each campus educational building entrance for the detection of a suspicious person or group of people during school hours.	Director, Safety and Security
If a suspicious person or group of people are detected, initiate the notification of security personnel and local law enforcement.	Director, Safety and Security
If an unauthorized person is detected or reported to be on campus grounds, Arrow Academy procedures are contacts the local police department and ensures all building exterior doors are locked in each affected school campus.	Director, Safety and Security
For more information, visit the School Security Guide & School Security Assessment Tool at **https://www.cisa.gov/k-12-school-security-guide**.	
Behavioral Threat Assessment Process:	
Establish a safe and supportive school team to organize threat assessments, case management data systems, and suspicious activity reporting programs.	Coordinator, Behavior Threat Assessment Team
The safe and supportive school team conducts threat assessments, determines level of risk, and provides interventions to support the individual for whom the threat assessment was conducted and the victim of the threat.	Coordinator, Behavior Threat Assessment Team
Submit Behavioral Threat Assessments (BTAs) through Sentinel and use Sentinel's threat assessment instrument, manual, and field guide.	Director of Operations
Use Sentinel to securely transfer any threat assessment conducted on a student to a receiving school system when a student transfers to a new school district. All BTAs for students are subject transfer. Any BTAs conducted prior to August 1, 2025, that are associated with a student transfer have been uploaded into Sentinel in accordance with Texas Education Agency procedures.	Director of Operations
Use the TEA Safe and Supportive Program Guidance checklist to conduct threat assessments and ensure all reported threats are screened and assessed by the safe and supportive school team.	Director of Operations

Prevention Phase Safeguard against consequences unique to an active threat incident.	
District Actions	**Responsible Role**
For more information, visit the Safe and Supportive Schools Program (SSSP) **https://tea.texas.gov/texas-schools/health-safety-discipline/safe-and-supportive-schools**.	
Screening of Visitors:	
Require a person who enters district property to display their driver's license, another form of identification containing their photograph issued by a governmental entity, or their district employee or student identification card. The person must provide the identification on request.	Director of Operations
Remove a person from district property if they refuse or fail to provide on request identification; if it reasonably appears a person has no legitimate reason to be on district property; or if a person becomes unruly.	Director of Operations

Mitigation Phase

Reduce the impact of an active threat incident.

District Actions	Responsible Role
Armed Security Officer Requirement:	
Arrow Academy has one armed security officer who is present during regular school hours at Harvest Preparatory Academy.	Director of Operations
Arrow Academy claims a good cause exception to the armed security officer requirement for the Liberation and Save Our Streets Campuses. A private armed security officer who is present during regular school hours at Harvest Preparatory Academy has completed school safety training provided by a qualified handgun instructor certified in school safety under Section 411.1901, Government Code; and carries a handgun on the school premises in accordance with written regulations or written authorization of the district under Section 46.03(a)(1)(A), Penal Code.	Director of Operations
Arrow Academy campus, Liberation is in the parking lot of the Meadow Place Police department. The police department actively patrols the parking lot, and is in communication with the campus. In addition to traditional safety measures, the campus adopts alternative standards such as enhanced training, layered access controls, threat assessment protocols, and proactive collaboration with law enforcement.	Director, Safety and Security
Arrow Academy, Save Our Street campus is located just 4 minutes (1.4 miles) from the Bryan Police Department. In addition to traditional safety measures, the campus adopts alternative standards such as enhanced training, layered access controls, threat assessment protocols, and proactive collaboration with law enforcement.	Director, Safety and Security
First Responder Access to Campus:	
Arrow Academy has one distinctive, Knox box (exterior secure master key box) designed to permit emergency access to both law enforcement agencies and emergency responder agencies from the exterior.	Director, Safety and Security

Preparedness Phase Regularly review district readiness for an active threat incident.	
District Actions	**Responsible Role**
Classroom Communication Access:	
Employees, including substitute personnel, have classroom access to a telephone to include a cellular telephone, allowing for immediate contact with district emergency services or emergency services agencies, law enforcement agencies, health departments, and fire departments.	Director of Operations
Update and issue an emergency notification roster quarterly to each campus for distribution to district employees, including substitute teachers.	Director of Operations
Active Threat Communication Testing:	
Test district communication systems and devices that will be used for an active threat monthly.	Director, Safety and Security
Test Physical Security Equipment and Procedures:	
Test district physical security equipment monthly.	Director, Safety and Security
Test district physical security procedures during emergency drills and emergency exercises.	Director, Safety and Security
If the Arrow Academy identifies a common interior or exterior district building feature is susceptible to an active threat, complete a purchase request or work order within 24hrs.	Director, Operations
After Arrow Academy tests district physical security procedures during district required emergency drills, an after-action review is conducted, ensure an improvement plan is completed, and the district policy is updated within one week after the improvement plan is approved.	Director, Safety and Security
After the identification of a common interior or exterior district building feature that is susceptible to an active threat, ensure a purchase request or work order is completed within 24hrs of the notice and prioritized by the Maintenance Department.	Director, Operations Department
For more information, visit the K-12 School Security Guide and School Security Assessment Tool at **https://www.cisa.gov/k-12-school-security-guide**.	

Preparedness Phase Regularly review district readiness for an active threat incident.	
District Actions	**Responsible Role**
Emergency Drills:	
Conduct secure drill once a year; lockdown drills two per school year (once per semester); evacuation drill once a year; shelter-in-place for severe weather drill once a year; shelter-in-place for hazmat drill once a year, and fire evacuation drills four per school year (two per semester).	Director, Safety and Security
Ensure Arrow Academy facilities have primary and secondary routes incorporated into all emergency drills.	Director, Safety and Security
Ensure Arrow Academy facilities have primary and secondary locations incorporated into all emergency drills.	Director, Safety and Security
Communicate with first responders prior to an emergency drill to request their participation.	Director, Safety and Security

Active Shooter Response Training:	
Ensure district peace officers or school resource officers complete the active shooter response training program approved by the Texas Commission on Law Enforcement at least once in each four-year period.	Director, Safety and Security
Bleeding Control Station Training:	
Ensure completion of TEA approved training on the use of a bleeding control station in the event of an injury to another person for each school district peace officer commissioned under Section 37.081 and school security personnel employed under that section who provide security services at the campus.	Director, Safety and Security
Ensure completion of TEA approved training on the use of a bleeding control station in the event of an injury to another person for personnel providing security services and school resource officers providing law enforcement at the campus within the district.	Director, Safety and Security
Ensure completion of TEA approved training on the use of a bleeding control station in the event of an injury to another person for district personnel who may be expected to use it.	Director, Safety and Security
Annual offer instruction on the use of a bleeding control station from a school resource officer or other appropriate district or school personnel who has received the training to students enrolled at the campus in grade seven or higher.	Director, Safety and Security

Preparedness Phase

Regularly review district readiness for an active threat incident.

District Actions	Responsible Role
Silent Alarm System Access:	
Arrow Academy has access to silent panic alert technology for every classroom.	Director, Safety and Security

Response District actions during an active threat incident.	
District Actions	**Responsible Role**
Implement the Standard Response Protocol:	
Use the standard response protocol toolkit K-12 general guide from the “I love u guys foundation” found at TxSSC Standard Response Protocol Toolkit.	Director, Safety and Security
Communicate the district’s standard response protocol during the emergency incident with faculty, staff, substitutes, students, and emergency first responders.	Director, Safety and Security
Parental or Guardian Active Threat Communication:	
Initiate notification of a threat or violent activity to the parent, guardian, or other person standing in parental relation of a student.	Public Information Officer
(See District’s Communications Annex)	
Accountability Procedures:	
Account for all district students, faculty, staff, and substitutes during a drill, exercise, or emergency incident.	Superintendent
Initiate Reunification Support Method:	
Active the reunification support method depending on the emergency incident or hazard type.	Director, Safety and Security
Communicate the reunification support method information to students, faculty, substitutes, and staff.	Director, Safety and Security
Communicate the reunification support method information to parents, guardians, or other people standing in parental relation of a student.	Public Information Officer
Use primary or alternate locations during the reunification process depending on the emergency incident.	Director, Safety and Security
Use primary or alternate transportation during the reunification process depending on the emergency incident.	Director, Safety and Security
Separate grieving parents, guardians, or other people standing in parental relation from those who are not grieving.	Public Information Officer
Provide support services to students, parents, guardians, and other people standing in parental relations for those in need of this support.	Public Information Officer

Response

District actions during an active threat incident.

District Actions	Responsible Role
Provide support services to faculty, substitute teachers, and staff.	Superintendent
Initiate public communication during reunification.	Public Information Officer
(See District's Reunification Annex)	
Implement Continuity of Operations Plan (COOP):	
Arrow Academy initiates the Continuity of the Operations Plan.	Superintendent
Initiate Psychological Support Services:	
Implement psychological support.	Director, Health Services
Support psychological safety including strategies for ensuring required professional development training on suicide prevention for students, district personnel, and others in the whole community following an emergency incident.	Director, Health Services
Support psychological safety including strategies for ensuring required professional development training on grief-informed and trauma-informed care for students, district personnel, and others in the whole community following an emergency incident.	Director, Health Services

Recovery

Return to normal district operations following an active threat incident.

District Actions	Responsible Role
Resume Routine District Operations:	
Resume routine district operations.	Superintendent
Resume short-term routine district operations pending emergency incident.	Superintendent
Resume long-term routine district operations pending emergency incident.	Superintendent
Disseminate information on resume routine district operations to parents, guardians, or other people standing in parental relation.	Public Information Officer
Disseminate information on resume routine district operations to students, faculty, substitutes, and staff.	Public Information Officer
Initiate public communication for services required after an emergency incident.	Public Information Officer
After-Action Review:	
Conduct a comprehensive after-action review with representation present for all roles involved in and affected by the hazard.	Director, Safety and Security
Decide who is included in the district after-action review prior to conducting it.	Director, Safety and Security

Improvement Plan:	
Create an improvement plan based on findings from the after-action review.	Director, Safety and Security
Implement a timeline for refinements from the district improvement plan.	Director, Operations Department

Section 5 – Resources

5.1 Acronyms

AAR	After-Action Review
EOP	Multi-hazard Emergency Operations Plan
FEMA	Federal Emergency Management Agency
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
NIMS	National Incident Management System
PIO	Public Information Officer
TEA	Texas Education Agency
TxSSC	Texas School Safety Center

5.2 Definitions

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

Drill: A preparedness activity designed to train individuals on responding effectively during an emergency incident when loss of life or property is at risk.

Exercise: A preparedness activity designed to practice and assess, in a more realistic setting than a drill, the actions of individuals responding to an emergency incident when loss of life or property are at risk.

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

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

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

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

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

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

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

Off-incident: Refers to the facilities and resources needed to support the incident response, but not directly at the incident location.

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

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